Washington University in St. Louis  
Minutes of Faculty Senate Council Meeting  
November 12, 2019  

Attending:  David Balota, Kim Carmichael, Darrell Hudson, Stephanie Kirk, Tim McBride (Secretary), Von Nebbitt, Steve Nowlis, Guillermo Rosas, Leila Sadat (Chair), Linda Tsai, Renee Van Stavern  

Ex-Officio:  Andrew Martin, Marion Crain, Gerhild Williams  

Guests:  Henry Webber, Kurt Dirks  

1.  Call to Order and Approval of Minutes – Leila Sadat  
The meeting was called to order at 3:32 pm.  
The minutes from the September 12, 2019 meeting were approved.  

2.  Chancellor’s Report—Andrew Martin  

Strategic planning Update: Chancellor Martin summarized the strategic planning process.  The next steps were also addressed in his October 28, 2019 blog, “What’s next? An update on strategic planning”.  

Of the seven schools and colleges, four basically have strategic plans that they are now executing.  Three schools are in the process of strategic planning or will begin planning once a dean is hired.  

Eight to ten areas that transcend the campus will be isolated between now and the summer of 2020.  The collective wisdom of the faculty, alumni, trustees and students are needed to finalize what the areas will be and to develop a charge for each planning group, and then populating the groups.  The goal is to launch the strategic planning process in the summer of 2020.  Each group will work for a year and be asked to deliver their findings by summer 2021.  In summer 2021, a university-wide strategic planning committee, chaired by the new provost, will receive all of the planning group’s reports, along with the schools and other areas strategic plans.  This group will develop the over-arching university strategic plan, which should be lean in length and clear in terms of metrics. In fall of 2021 this plan will be delivered to the faculty, Board of Trustees and the broader community.  Huron Consulting will help navigate the process.  

Chancellor Martin will come back to the Faculty Senate Council for a deeper discussion on the strategic plan.  

Search updates: The provost search committee has been hard at work and it is hoped that an individual will be selected and an appointment an appointment be made by the end of this calendar year.  

The search for the dean of the Faculty of Arts & Sciences, chaired by Dean Aaron Bobick, has been organized.  The committee will begin sourcing candidates by the end of this year with the intention of appointing a dean by the end of academic year 2020.  The goal is to have both the provost and A&S dean in place by summer 2020.  

Political Issues: The Chancellor wants to be transparent about the manner in which he is approaching two political issues.  

1. Need-blind admissions. Many student activists view this as very important, as does the Chancellor.  Students were not happy with the Chancellor stating “in due course” with regard to
WashU moving to need blind admissions. He plans to meet with the student activists to explain how funding works and how we pay for financial aid. There is too much uncertainty to pinpoint an exact time when need-blind admissions would come into play as it will require raising a considerable sum of money that can be used for financial aid.

2. The Chancellor, along with Rebecca Brown and Eric Upin, the chair of the Washington University Investment Management Company (WUIMC) continue to engage with our fossil free group. The Chancellor explained to the FSC the role of the WUIMC in overseeing the university’s endowment. The Chancellor is an ex officio member and does not have any say in investments. The Chancellor noted that he would be writing a blog on the question

Next steps - endowment policy
1. A statement of investment principles, which would be adopted by the WUIMC and the Board of Trustees, is being created. Student feedback will be sought as the document is drafted. This document will become policy.
2. Metrics related to Environmental, Social and Governance (ESG) and Socially Responsible Investing (SRI) are being developed. These metrics will allow us to score our portfolio, as well as offer the ability to report annually on the status of our improvements.

While these steps may not fully satisfy our student and faculty activists, both steps are in the right direction. It was noted that in addition to consideration of fossil fuels, socially responsible investing also includes issues such as weapons, tobacco and gambling which will be included in the future Washington University SRI policy.

Discussion:
It was asked whether the need-blind admissions policy forms part of WashU’s new tuition free initiative? The Chancellor responded no, because the new free tuition plan is for Missouri and southern Illinois students whose families make $75K or less.

It was also noted that there are schools that advertise themselves to be need blind, in a sense that they admit students without regard to the student’s inability to pay the tuition, but then do not themselves offer financial aid sufficient to allow the student admitted to attend without taking on enormous loans. The Chancellor’s view, as well as the view expressed by the FSC, was that this could result in bad results for students who could be admitted, borrow extensively to pay for the education, and then find themselves in a difficult financial situation. The sense of the room was that this was not the right way for Washington University to proceed.

It was observed that the Chancellor’s commitment to investing “in St. Louis for St. Louis” has resonated across the campus and in the wider community. One member wondered whether there might be plans to grow the prison program as part of this investment. It was suggested that the prison program will be included as we think about the types of educational investments we want to bring to the region.

Finally, the Chancellor reminded the FSC about the first initiative he announced in his inauguration speech - academic distinction. He intends to make significant investments of resources, particularly on the Danforth Campus, to improve the quality of education, to improve the quality of our research and scholarship across the board.
The group discussed future academic distinction planning and Faculty Senate Council involvement in future planning.

3. Public Safety On and Off Campus - Hank Webber
In mid-September Chancellor Martin formed a public safety working group in response to a rash of violent crime just off campus, and the ongoing issue of violent crime in the City and region. That working group had a two-fold charge:
1. Identify potential solutions to improve public safety on and around the Danforth Campus (including north, South, and West Campuses)
2. Consider and make recommendations on how the University can contribute to a broader effort to help make the St. Louis region safer
The group has submitted an initial report to Chancellor Martin, and will submit a final report by the end of the calendar year.

Executive Vice Chancellor Webber discussed two challenges: 1) recent spikes in violent crime surrounding off-campus neighborhoods and 2) high rates of violent crime in St. Louis City and region.

Recent public safety investments by Washington University include:
- Washington University Police Department
  • Increased officers from 43 to 50 (+16% since FY16), including new WUPD bike patrol unit
  • Formalized off-campus bike patrol unit escort program (6pm – 2am within WUPD patrol zones)
  • Now sending security alerts and memos to all Danforth students, faculty, and staff
  • WUPD and Student Affairs formed a student advisory committee on public safety
- Parking and Transportation
  • Campus2Home: extended to 4am, increased frequency (15 minutes), expanded service area
  • Extended shuttle schedules for Danforth Campus Circulator to 4am
  • Added shuttles to the 560 Music Center and North Campus
  • Increased Green Line bus capacity (serves neighborhoods north and south of the Loop)
- High rates of violent crime in St. Louis City and region

The working group's assessment
- The Danforth Campus is safe. There is however, appreciable violent crime in the surrounding neighborhoods, though the rates are lower than the entire City of St. Louis.
- Crime rates in surrounding neighborhoods are comparable to peer institutions in urban settings.
- The University has a strong, well-regarded public safety program.
- Most off-campus violent crimes against members of the University community occur when people are getting to and from campus, typically in the evening or late at night.
- The amount, type, and frequency of public safety information/programming that University community members receive varies. Some variation is necessary, but we need more consistency.
- Students and other members of the University community are increasingly moving into neighborhoods where we have not historically provided public safety services and infrastructure.
- Our approach to off-campus public safety around the Medical Campus offers a good model for the Danforth Campus. We partner with neighborhoods, City police, special taxing districts, and BJC security to implement a robust security infrastructure. The University makes financial commitments to the efforts.
Discussion

Are the new efforts to combine city and county resources being taken into consideration? This was not part of the charge. Some of the crime rate comparisons were with peer institutions in urban areas. Wash U is more of a suburban campus. The Danforth Campus is suburban, but the majority of our students live in the surrounding urban areas.

Are we funded similarly to our peer institutions that have similar level of crimes? If so, address crimes in the same way? The sense is that we are in the same ballpark as our peer institutions.

4. International Programs Strategic Planning – Kurt Dirks

Professor Dirk’s summarized the “Strategic Directions for Washington University’s Global Engagement” document that was sent to members prior to the meeting.

He noted that global engagement is integral to WashU’s present and future in three distinct ways:

**RESEARCH**
- Collecting unique data & run clinical trials
- Drawing on expertise and talent beyond US borders
- Expanding access to funding & scope of impact

**TEACHING**
- Preparing students for success in a rapidly changing & global society
- Enhancing diversity & enrich dialogues on campus
- Recruiting the most talented students, regardless of where they are born

**FUTURE RETURNS**
- Enhancing WashU’s standing and reputation as a world-class institution
- Ability to attract top talent & future resources

Global data
- 35% of graduate students are international
- One in 3 faculty have international roots
- 10,000 alumni outside of the U.S.
- 40% of undergraduate students study abroad
- 4,731 international trips by students faculty and staff (July 2018 – June 2019)

Landscape Analysis
- Process so far
  - Comprehensive report on global activity: 50 stakeholder interviews, peer analysis & archival data
  - Review of academic commerce in the McDonnell Academy partner network
  - Meetings with leaders of units, faculty & partner ambassadors
  - Africa Initiative’s White Paper
Strengths
- Faculty doing impactful research
- Internationally engaged schools and units
- Growing alumni base
- Talented students
- Existing infrastructure: McDonnell Academy
- Local corporate support

Challenges
- Organizational silos
- Dependence on Asia (75% of international students from Asia)
- Undergraduate study abroad has moderate level of participation and no signature program
- International risk
- Competition from institutional peers
- Poor name recognition internationally

Goals aligned with WashU’s Mission*
- Teaching and Learning: Give every student an international perspective through their education at WashU
- Research: Advance research that has impact and recognition internationally.
- Diversity and Talent: Enrich WashU by recruiting a diverse set of students balanced across geographic regions

*The report identifies promising opportunities for each goal.

Examples of steps under way
- Evolving the McDonnell International Scholars Academy to help achieve goals
  o 2020 McDonnell Academy Symposium
  o Strengthen the Scholars program
  o Steps to attract diverse group of students from across the globe
- Coordination and collaboration
  o Centers and institutes that cut across campus and borders
  o Events to build communities of scholars
  o Staff collaboration and best practices
- Administrative processes
  o Facilitating international programs
  o Making it safer for students and faculty to travel abroad (ITOC)
  o Processes for faculty who want to do collaborative research abroad (VC of Research)

Next steps
- Continue gathering data & input this fall
  o Faculty survey
  o Presentations and discussions
- University strategic planning process
  o Integrated into university process to ensure alignment of priorities

Discussion
Discussions ensued regarding the McDonnell International Scholars program, what it means to be a partner institution, how the partnerships are evaluated and the possibility of expanding beyond the current 34 partnerships.

A question was posed regarding benefits of the partnerships for both the institution and students. The McDonnell Academy partners receive a few resources such as faculty support.
Traditionally, the students come from a partner institution and receive tuition and stipend. Additionally, they receive leadership training and activities engaging with students across the globe.

5. Chair’s report – Leila Sadat

The Chair noted that faculty membership on the Chancellor’s committees has been successfully filled, and thank all of those who volunteered to serve.

She observed that the Faculty Achievement Awards Ceremony was held on Friday, November 8, 2019, and noted that the caliber of work presented at the ceremony was impressive. Many faculty did not attend, and she suggested that the event should be better advertised among the faculty to increase faculty attendance. Faculty Senate Council members were encouraged to promote the ceremony to their colleagues next year.

The meeting was adjourned, and FSC members reconvened in executive session.

The FSC went into Executive session at 5:30 p.m.

7. Adjournment

The meeting was adjourned at 6:00 p.m.

Respectfully submitted,
Timothy McBride, Secretary

TDM:je