Members in Attendance: Dr. Eugenia Afinoguenova, Dr. Abir Bekhet, Dr. Pradeep Bhagavatula, Prof. Bruce Boyden, Fr. Michael Class, S.J., Dr. Robert Deahl, Dr. Andrew Dentino, Mr. Michael Dole, Mr. William Fliss, Dr. Marilyn Frenn, Dr. Paul Gasser, Dr. Marie Hoeeger-Bement, Dr. Rick Holz, Dr. Jeanne Hossenlopp, Mr. Stephen Hudson-Mairet, Mr. James Lamb, Dr. Noreen Lephardt, Dr. Cheryl Maranto, Dr. Tim Melchert, Dr. Gary Meyer, Dr. James Richie, Dr. Dawn Smith, Dr. John Su, Dr. Franco Trivigno, Dr. Michael Wert, Dr. Otto Widera and Ms. Mary Jo Wiemiller

Members Excused: Dr. Margaret Callahan, Dr. Ana Garner, Dr. Allison Hyngstrom, Dr. Javier Ibanez-Noe Mr. Scott Mandernack, and Ms. Janice Welburn

Members Unexcused: Dr. Margaret Bloom, Dr. David Papke, Mr. Samuel Schultz, Dr. William Thorn, and Mr. Zach Wallace

Guests in Attendance: Prof. Patricia Cervenka, Dr. William Cullinan, Mr. Brian Dorrington, Dr. Kerry Egdorf, Mr. Steve Frieder, Mr. Tom Ganey, Ms. Kerry Grosse, Dr. Michael Johnson, Mr. Chuck Lamb, Mr. Dale Kaser, Dr. Timothy McMahon, Dr. Susan Mountin, Ms. Sharron Ronco, and Trustee Mr. Owen Sullivan

I. Call to Order - Dr. Marilyn Frenn

II. Reflection was given by Dr. Franco Trivigno.

III. Presidential Search Update – Trustee Owen Sullivan, Presidential Search committee member

- The group has been very transparent. Input has come from many groups resulting in a collaborative exercise.
- The strategic plan has been key in the process. The Strategic Plan provides “clarity in purpose” and has helped with every conversation to establish a framework for who the University is looking for in a President.
- Witt/Kieffer, the national executive search firm employed by MU identified 1200 candidates. They have had conversations with over 250 candidates. Fr. Tom Lawler, S.J. and other Jesuits have been involved with identifying candidates from the Jesuit community. The Presidential Search Committee will now focus on the 20 remaining strongest individuals both Jesuits and lay persons who have been identified
- The process will continue for next six to eight weeks.

Dr. Cullinan noted the fantastic talent and remote locations have the group in a good place at this point to insure confidentiality of all of the candidates.

Prof. Cervenka noted that it is a very aggressive time-line and concerns that the focus group may feel they need to settle for a candidate within the time frame that was set. Response: The pool is very talented and there will be “no settling” for a candidate to be ready to start for fall 2014.

Dr. Maranto inquired if the final three candidates will be vetted on campus. Mr. Sullivan responded that the candidates have clear expectations of confidentiality. This was made very clear when he served on the search for the Medical College. If they can make it public they will. But if one requires confidentiality then all will be confidential.

Dr. Widera asked about independent background checks with the degree of confidentiality around the selection process. Response: The search firm has many resources so that it is not only the candidates’ references that are heard from but other sources of character checks will be used.

Dr. Melchert thanked Trustee Sullivan for coming. Noted that the Strategic Plan was important and asked if the strong Provost model is also being presented in to the candidates as a part of the vetting process. Prof. Cervenka indicated that the new President will be a team builder as that is what the campus requires. Trustee Sullivan indicated given the present environment a strong provost model is appropriate.

Dr. Deahl noted that a new President must understand the current challenges of higher education is not currently sustainable in its current form. Trustee Sullivan responded that the candidate chosen will be competitive and have the ability to lead with innovations.

Trustee Sullivan welcome the senators to forward any questions that they felt should be asked of the candidates. He also indicated if there were other candidates to send them to the Search Committee.
Dr. Frenn indicated that the UAS would be willing to help in any way in the selection process and would honor the high degree of confidentiality.

IV. Approval of December 9, 2013 Minutes

**Motion to approve** by Dr. Franco Trivigno and seconded by Dr. Pradeep Bhagavatula.

A voice vote was taken

<table>
<thead>
<tr>
<th>Votes</th>
<th>Yes</th>
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<tr>
<td>No:</td>
<td>None</td>
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<td>Abstentions:</td>
<td>None</td>
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Motion passes.

V. Chairperson’s Report – Dr. Marilyn Frenn

a. Next week is Mission Week. The Interim Provost asked that the UAS and MUSG co-sponsor the Wed. 8am reflection at the AMU Chapel of the Holy Family. Please join us if you can and invite others!

b. The Committee on Faculty Welfare Charge was revised to: Develop a part-time faculty forum, rather than consider a campus unionization process for part-time faculty. This is outcome based on input from part-time faculty.

c. Per the UAS Statutes those missing 3 or more meetings are to meet with the Executive Committee. Dr. Javier Ibanez-Noe contacted the Chair concerning a teaching conflict with the time of the UAS meetings for this semester and has been excused from attendance by the Executive Committee for the semester.

d. Report from Committee on Academic Policies and Issues (CAPI) on the Dean Search Protocol: Changes were recommended and the Interim Provost has indicated they will be posted on the Provost’s webpage. CAPI graciously offered to consider the definition of “faculty” that had been raised by the University Board of Graduate Studies. CAPI has accepted this new charge and will report back to the UAS.

e. A request was received from Boston College for support of their slate on the American Association of University Professor’s ballot. Only individuals may endorse, so please let me know if you would like the information to do so.

VI. Vice Chairperson’s Report – Dr. Tim Melchert

a. The annual Faculty Forum is scheduled for Tuesday, March 4, at 3:30 in Rm. 227 of the AMU. A notice will be sent out in “News and Views” and via email to all full- and part-time faculty to announce the forum and to solicit questions for the forum (to be sent to facultycouncil@marquette.edu). In the past this was held with the President. This year Provost Callahan will answer questions regarding the best manner for implementing the strong provost model going forward. Questions for the provost will be collected (with a deadline of Feb. 17) and discussed at our next Faculty Council meeting (on Feb. 20). The Faculty Council will assemble a final set of questions that will be forwarded to the provost in preparation for the March 4 Forum.

b. At its Jan. 23 meeting, the Faculty Council considered the possibility of restructuring faculty committees under the Senate to increase efficiency and productivity. Currently there are, in addition to the Faculty Council, the Faculty Hearing Committee, Committee on Faculty Welfare, Subcommittee on Part-time Faculty, and the Committee on Academic Policies and Issues. There was recognition that the business of some of these committees is limited in both quantity and substance. The Council will consider developing recommendations by the end of the semester to potentially reduce the number of these committees, reorganize their responsibilities, and improve faculty representation on the Faculty Council, and structure membership and officer positions to improve continuity of experience across time. The Council will present to the UAS by the end of the semester.

Dr. Frenn noted that this was an important issue and will be addressed at the next Senate meeting.

VII. Provost’s Report – Vice Provost  Gary Meyer provided the report in the absence of Provost Callahan

a. Enrollment update- The number of applications have been record setting and he acknowledged the work of Admissions.

1) All freshmen applicants that were complete by the December 1st application deadline have been notified of their admission decisions.

2) Transfer admission decisions will go out on a rolling basis until early June.

3) Ignatius/Magis scholarship notifications will go out this week.

4) This Saturday is the first weekend of four consecutive weekends for our scholarship competitions and open houses.

Fr. Class, S.J. indicated there was a conflict with classroom scheduling last year. Fr. Class asked how deep the waiting list is at this time? Dr. Meyer did not have details and shared that information varies from college by college. May 1 is the deadline.

Dr. Eugenia Afionoguenova asked if the budget could be fixed by additional enrollment. Dr. Meyer responded that the
enrollment numbers are based on a complex projected model rather than an exact science. Currently we are very close to projection. With additional students comes the need for additional resources faculty, student services, housing and financial aid.

b. HLC update
The Higher Learning Committee accepted all of the supplementary information that Dr. Meyer provided regarding “errors of fact”. Marquette has been recommend for an ‘Open Pathway’ which would mean that we would have an accreditation visited again in 10 years. Waiting for the report and final recommendations. The Institutional Action Committee will give final approval Fr. Wilde accepted the recommendation of the report. Out of 21 items all were met, only one (Diversity) was met with concern. We will develop a University plan around Diversity by 2015. Work has already begun.
Dr. James Richie asked if we have 10 year before another HLC visit: Dr. Meyers responded yes, however four years from now we will upload evidence that we have continued to maintain our process.

Dr. James Richie asked if we have 10 year before another HLC visit: Dr. Meyers responded yes, however four years from now we will upload evidence that we have continued to maintain our process.

b. Photos on class rosters
Registrar has had many requests to have student photos available. Registrar will be going forward with having student photos available on class rosters within the next few weeks. Photos will be the same as the student IDS. The faculty member has the option of not having the photos on their roster if they so choose.
General Counsel has reviewed there are no concerns with FERPA.

VIII. University Committee on Faculty Promotion and Tenure - Dr. Jeanne Hossenlopp, Chair

Motion to approve:
Revision to Statutes on Faculty Appointment, Promotion and Tenure
a. Chapter 301- Faculty Titles for Members of Marquette University-
   Section 301.03 - Emeritus Status (changes highlighted)

   The status of emeritus is not automatically conferred upon retirement

1) The rank of emeritus may be conferred upon a retiring tenured faculty member or a retiring academic administrator whom the University designates in recognition of the sustained high quality performance shown throughout his/her career. In the case of faculty, this may be demonstrated through (a) sustained, meritorious performance in teaching, scholarship, and service, or through (b) sustained overall performance including exceptional accomplishment in one of these three areas. In the case of retiring administrators (dean or above with faculty rank and tenure), sustained quality in the areas of leadership and administrative contributions over a substantial period of time is required. The granting of emeritus status also requires that the recipient has demonstrated a career that is congruent with the University mission.

2) Faculty members shall have served the University for at least five years. In the case of a retiring administrator, the minimum period of service is five years.

b. Chapter 302 - Faculty Appointments and Promotions -
   Section 302.01 (additions shown in red, no other changes) (second paragraph)

   Recommendations for promotion to a higher rank, or for tenure, or to emeritus status, may be initiated by the department chairperson, dean, or by the individual. An evaluation of the recommendation under the approved criteria and special norms shall be carried out by the appropriate department chairperson, the individual’s colleagues in the department, promotion and tenure committees, or other individuals competent in the field. An individual may pursue a promotion to a higher rank or for tenure, or to emeritus status, regardless of the findings in such evaluations.

There was no additional discussion. A Vote was taken.
Votes	Yes	26
   No	none
   Abstentions	none

Motion passes.

IX. University Board of Graduate Studies –Dr. Mike Johnson, Chair
Dr. Johnson introduced the five programs will be voted on by the UAS to terminate because of lack of students in the programs.
A question was raised if research is still being done in these areas. Response: Yes, it is.

Dr. Class asked if the terminating of the Certificate for Entrepreneurship would impact the Kohler Center: Response: No it is a separate program. The Entrepreneurship program had not met its goal of 10 students so the sunset clause was activated, also the director has left. The current students will be offered the courses they need to graduate.
Motion to approve:

a. Termination of Certificate in Entrepreneurship, Graduate School of Management
   Votes: Yes
   No
   Abstentions: 1

Motion passes.

b. Termination of Certificate in Construction Engineering and Management, College of Engineering
   Votes: Yes
   No
   Abstentions: none

Motion passes.

c. Termination of Certificate in Structural Design, College of Engineering
   Votes: Yes
   No
   Abstentions: None

Motion passes.

d. Termination of Certificate in Transportation, College of Engineering
   Votes: Yes 26
   No
   Abstentions: None

Motion passes.

e. Termination of Certificate in Water and Wastewater Treatment Processes, College of Engineering
   Votes: Yes 26
   No
   Abstentions: None

Motion passes.

f. Termination of Certificate in Water Resources Engineering, College of Engineering
   Votes: Yes
   No
   Abstentions: None

Motion passes.

X. University Board of Undergraduate Studies – Dr. Gary Meyer presented in the absence of Dr. Sarah Feldner, Chair.

Informed on Decision

Termination of Interdisciplinary Minor in Catholic Studies, Klingler College of Arts and Sciences
There is support within the college. There is no director at this time. The majority of courses included in this program have been discontinued or are not offered frequently enough to complete the minor. A&S has about a dozen interdisciplinary programs.

Dr. Dentino asked if we have other minors in Catholic Studies? Response: Students will migrate to other minors. This has not been a program that the students have chosen. It currently has no students. There has been one student in the last five years declared – unsure if that person graduated.

Note: The UAS vote taken on January 27, 2014 was not needed on the termination of the Interdisciplinary Minor in Catholic Studies. The University Board of Undergraduate Studies was informing the UAS that after deliberation they had voted to terminate the minor. The BUS vote was 8 in favor, 0 against, 1 abstention. (For additional information see Attachment X from 1/27/2014 UAS Agenda)

XI. University Core of Common Studies – Dr. Gary Meyer, and Dr. John Su, Core Curriculum Review Committee, Chair

- The University Core of Common Studies will go through the University’s formal program review process in fall, 2014. Although core learning outcomes have been assessed over the past decade, the University Core of Common Studies has not been formally reviewed beyond those outcomes since its inception fall term 2003.
- Data collection for a self-study has begun and will continue through spring term 2014. To this end, Dr. Su will schedule and facilitate conversations, with a number of groups to garner input. This will include (1) conversations within each college; (2) Chairs of Arts & Sciences; (3) students; (4) alumni; and (5) campus committees such as UAS, CCRC, UAC, UBUS, and the Dean’s Council.
Dr. Meyer noted that the University Academic Senate is (1) aware of the academic core review, (2) will provide input regarding the core, and (3) strongly encourage faculty participation in conversations that will support the review.

This is a campus initiative and must be seen as such for the core impacts all colleges; all students must take the core and each college has one or more courses in the core.

We also firmly believe that UAS support is vital as we begin to lay the foundation for expected future conversations around core revision.

XII. Strategic Goals Stewart Reports

a. Enhancement of Organizational Effectiveness - Mr. Tom Ganey, Vice President of Planning, University Architect

Mr. Ganey presented an over-arching view for Enhancement of Organization Effectiveness. He indicated that one of the main issues with a strategic plan is the implementation of the plan. He reviewed the objective associate the Goals. He indicated that the Trustees and Interim President are strong supporters of the Six Themes and the Goal for each theme. In his presentation he reviewed the Balanced Score Approach that will be used to evaluate our progress. He indicated Mr. Michael Brown from the College of Business would be assisting in the Balanced Scorecard assessment.

Current Activities to implement the plan goal:

1. Establish a review process led by senior university leadership that allows new and vacant positions to be filled when they are determined to have a significant impact on safety, service or the Marquette student experience.
2. University wide effort to prepare plans for operating budget reductions
3. Capital Budget Planning Group to make recommendations to the Financial Planning and Review Committee
4. The Office of Research and Sponsored Programs has begun a self-study to review the work flow and process in their area. Their goal is to improve efficiency and to become a more effective team.

After the presentation Dr. Frenn asked how the Senators can help. Mr. Ganey replied by letting know who should be in the audience for the conversations.

Fr. Class, S.J. inquired about the scorecards and their availability for everyone to see. Response: The plan is to have these available to everyone.

b. Sustainability of Valuable Resources - Mr. Chuck Lamb, Vice President of Finance

Mr. Chuck Lamb’s presentation focused on the over-arching challenges and goals of Financial Planning and Budget Goals for Fiscal Year 2015-17 and the FY 2015 Preliminary Budget Assumptions (not been voted on) for Marquette (see Attachment XIIA).

Key FY15-17 budget goals include:

1. Balanced Budget –
   - Diversified revenues greater than expenses
   - Increase operating contingency fund from 2 million to 10 million
2. Tuition Rates –
   - Decrease tuition rate increases to the Higher Education Price Index (HEPI). This will require constraint on the part of the university regarding expenditure expansion. Some strategies we are considering:
     - Decrease the rate of the undergraduate tuition increase
     - Freezing summer school, part-time rates, graduate school rate
3. Merit Pool –
   - Merit pool to retain and recruit staff
4. Rightsizing the Infrastructure –
   - Reduce operating expenses
   - Reduce personnel and related costs
5. Strategic Initiative Pool –
   - Create operating and capital pool to fund new initiatives (potentially a 2 million dollar pool)

Marquette is facing the fiscal challenges and there are task forces, committees, and the President’s advisory group that are charged with providing input and recommendations.

1. The Enrollment Task Force which is reviewing and developing strategies and targets for enrollment goals.
2. Financial Resources Task Force and Goal Stewards to improve out financial viability, increase revenue streams, create a structure for decisions making and develop a plan to fund the strategic plan.
3. Personnel review committee to develop process for position justification and hiring priorities
4. President’s Advisory Group (Fr. Wild, Mr. Ganey, Mr. Lamb, and Provost Callahan). This group is reviewing the Budget Reduction Scenarios, reviewing policy changes ad considering new initiatives.
• Dr. Lephardt asked for clarification about which lines will be effected. Mr. Lamb responded at this time that faculty lines will not be eliminated. If enrollment declines they may need to go back and look at faculty positions, at this time only staff lines are being reviewed.

• Dr. Lephardt asked if this will change when a new President arrives. Mr. Lamb replied that this needs to be done now for Academic Year ’15. This plan and is being put together will be presented to the Board of Trustees in February.

• Mr. Lamb explain to the group that in the past $16 to $17 million was generated by tuition revenue and now only $12 million is received. Gross tuition – Discount rate (which is increasing) = net tuition margin.

• Dr. Maranto asked when the units will find out the results of the budget reduction. Mr. Lamb reported that there is a lot of material that is thoughtfully and strategically being reviewed. At this time they hope to make more available next month.

• Fr. Class asked if the 5%, 10% and 15% will be different for each department: Response: Some units will be asked to do more; Response: Everyone is part of the solutions. Some will be do more and some will do less.

XIII. Motion to Adjourn was made by Ms. Mary Jo Wiemiller at 4:54 p.m. Voice Vote: Majority approve; one dissent (Fr. Class)

Respectfully Submitted,

Noreen Lephardt
UAS Secretary