I. Call to Order at 3:05 pm

II. Invocation by Dr. Wanda Zemler-Cizewski

Members in Attendance: Dr. Albert Abena, Dr. Lea Acord, Dr. Robert Bishop, Prof. Bruce Boyden, Prof. Patricia Cervenka, Dr. Sharon Chubbuck, Mr. Joseph Ciccone, Fr. Michael Class, S.J., Dr. James Courtright, Dr. William Cullinan, Dr. Robert Deahl, Dr. Marilyn Frenn, Dr. Steven Goldzwig, Ms. Ann Hanlon, Dr. Jeanne Hossenlopp, Dr. Peter Jones, Dr. Sarah Knox, Dr. Christine L. Krueger, Ms. Meghan Ladwig, Dr. Daniel Meissner, Dr. Gary Meyer, Mr. Terrence Neumann, Dr. Alexander Ng, Dr. Maureen O’Brien, Dr. Bill Oliverio, Dr. John Pauly, Fr. Philip Rossi, S.J., Dr. Linda Salchenberger, Dr. Heidi Schweizer, Dr. Guy Simoneau, Dr. James South, Dr. John Su, Dr. Siddhartha Syam, Dr. William Thorn, Dr. G.E. Otto Widera, Dr. Joyce Wolburg, Dr. Wanda Zemler-Cizewski

Members Excused: Dr. Evelyn Donate-Bartfield and Dr. Cheryl Maranto

Members Not in Attendance: Dr. Alexander Drakopoulos and Mr. John Brenner

Guests Present: Mr. Matt Blessing, Ms. Patricia Bradford, Ms. Sandy Cleveland, Dr. Roberta Coles, Dr. Kerry Egdorf, Fr. John Fitzgibbons, S.J., Dr. Lisa Hanson, Mr. John Jentz, Mr. Dale Kaser, Dr. Gary Levy, Dr. Paula Papanek, Ms. Mary Pat Pfeil, Dr. Michael Politano (Physics), Mr. Dominik Tortoric (Tribune Reporter) and Mr. Michael Veit (student).

III. Approval of August 30, 2010 Minutes

The minutes should be amended as follows: include Dr. Gary Meyer and Fr. Philip Rossi, S.J. as present for the meeting; remove Dr. William Wiener and Ms. Janice Welburn from the list of Members in Attendance.

The minutes as amended were moved and seconded. Vote: 36-0. Minutes approved.

IV. Provost’s Report - Dr. John Pauly

The Provost thanked the senators who were able to meet with Fr. Pilarz, S.J., after he was announced as President.

Dr. Pauly noted that the trustees who are members of the Enrollment and Academic Excellence committee would like to meet with the faculty more than just the one committee meeting in May.
V. Chair’s Report – Dr. Christine Krueger  
Thanked Fr. Pilarz and members of senior administration who arranged his meeting with the UAS the morning after his election as the next MU president. Thanked UAS members who attended this meeting on very short notice. Introduced standing committee chairs and thanked them for their service.

VI. Vice Chair’s Report—Dr. Marilyn Frenn  
a. The Faculty Council has set the date of November 22 to meet with Mr. Dick Fotsch, Enrollment and Academic Excellence Board Trustee Committee Chair. The time and location will be forthcoming.

b. Faculty Council - Motion to amend Section 5.02 of the Bylaws will be voted on during the October meeting. In order to improve the election process, this motion seeks amendment to the By-laws that would change the nominating convention from spring to fall. Nominations would be submitted to the COCE by January 31, to allow for a general election during February.

Discussion was limited to inquiries about the need to change the By-laws, and the stipulation that three members of the UAS Executive Board (rather than the Secretary and any two members of the Senate) would coordinate and facilitate the nominating convention. The motion will be brought to the Senate at the next meeting for a vote.

VII. Other Business  
a. Faculty Development Draft Report Presented by Rev. John Fitzgibbons, S.J.  
Fr. Fitzgibbons shared with the group a PowerPoint presentation about faculty development issues pertaining to sustaining a meaningful, satisfying, and productive faculty career at Marquette University. The report, which was based on a year of meetings with faculty and administrators at Marquette and other Jesuit universities, highlighted the following recommendations:

- increased funding for start-up labs
- consideration of a 2-2 teaching load for research productive faculty
- revision of the student advising process
- implement an annual review for all faculty
- improve mentoring of potential leaders
- create long-range planning and budgeting for Academic Affairs
- create a fund for diverse hires
- increase funding for summer research projects

The report also included the suggestion that Marquette identify its “destination programs,” which Fr. Fitzgibbons explained as programs which would encourage a student to choose to attend Marquette over a peer institution.

Several members raised questions or provided comments related to Fr. Fitzgibbons’ report. Dr. John Su inquired if funding might be made available for spousal hires,
since quality hires may be lost to other institutions that provide this incentive. Dr. Peter Jones questioned the need to “mandate” annual reviews for faculty. Dr. Krueger sought clarification of salary pay scales that had been tied to the 60th percentile of faculty salaries reported by AAUP and to salaries at UW-Madison in the past. She also raised the issue of “360 degree” annual reviews that would include administrators as well as faculty. Dr. Pauly remarked that MU faculty salaries were roughly equivalent to those at UW-Madison, but largely because of the decline in the state budget. MU is below the 60th percentile of salaries reported by AAUP. He also expressed support for 360 reviews. Related to the issue of revising student advising, Dr. Pauly noted that if the current MapWorks© pilot project proves successful, it will be applied to all students in the future. Dr. Sid Syam emphasized the need to improve faculty salaries to attract top researchers, and added his support for 360 degree evaluations. Dr. Bill Oliverio pointed out that the needs of contingent faculty must also be considered, including employment security and clear procedures for raises. In response, Dr. Pauly explained that the current system of funding contingent faculty must be regularized to allow for scheduled pay raises. Currently, the pooling of “left over” funds to meet contingent faculty salaries inhibits consideration of long-term planning and contracts. Dr. Lea Accord inquired what the next stage will be for this Faculty Development plan. Dr. Pauly responded that under the restrictions of the current budget, the items suggested in this report will have to be prioritized before implementing any changes.

b. Subcommittee on Equity Motion Presented by Dr. Lisa Hanson, chair, SCE
Dr. Hanson brought a motion to the Senate from the Subcommittee on Equity with the unanimous support of the Committee on Faculty Welfare recommending that the university conduct a full-scale study of gender equity conditions at Marquette. This study would investigate changes in the work environment recommended by the original Equity Task Force of 2000-2001, and ascertain the progress made in hiring salary, promotion, and other areas of gender inequity.

Fr. Michael Class asked what the new task force would actually be investigating. He noted that the issues that generated the original task force have changed, so why would this new task force be evaluating those recommendations? Dr. Hanson responded that there is a need to document positive changes and outcomes. She also noted that the task force would have access to sensitive data like salaries that is not available to the Subcommittee on Equity. So, the task force is necessary to adequately monitor equity issues. Dr. Marilyn Frenn argued that the task force was necessary to change the reality of financial discrepancies. Dr. Bill Thorn inquired if this was a task force or part of a long-term system for monitoring equity. Dr. Hanson responded: both.

Dr. Krueger called the vote: 27 in favor, 1 opposed, 8 abstained. The motion carried.

c. Discussion on Academic Leadership Qualifications
Some of the topics discussed during this portion of the meeting included:
• Few opportunities exist for discussion of leadership and how faculty can move into leadership positions
• What are some of the pathways to leadership?
• How do you target faculty with leadership potential to engage in administrative work?
• What are the skills and potentials necessary for administrative work?
• What is the role of faculty governance in identifying leaders for leadership positions?
• Some faculty have no desire for leadership positions
• Mention of successful mentoring programs at other universities
• The possibility of holding information sessions on a yearly basis with current faculty for possible exploration
• Several people made the point that at a mission-based, Catholic, Jesuit university like Marquette, characteristics of leadership cannot be considered in isolation from other central dynamics of the institution such as Catholic Identity and Academic Freedom
• Others raised the question about research interests and identity issues, i.e., are there particular topics or issues that a faculty member ought to be aware of during their professional career that could have an impact on attaining a leadership position later on in their career, working as we do within a Catholic, Jesuit institution?
• In order to successfully achieve a senior leadership position, are there any other factors that one needs to consider beyond having the requisite kinds of skills and abilities to be a strong leader?

Dr. Wanda Zemler-Cizewski outlined three characteristics of leadership: (1) expertise (e.g., communication skills); (2) representation (e.g., the identity of the university); and (3) personality (e.g., one who can effectively mobilize and encourage). Fr. Class suggested that faculty interested in leadership positions should attend the annual AJCU conference on leadership and administration in June.

VIII. The Meeting was Adjourned at 5:07 pm