I. Call to Order - Dr. Timothy Melchert called the meeting to order at 3:03 pm.

II. Reflection – Dr. James Richie

III. Approval of May 5, 2014 Minutes

The minutes were approved unanimously as presented.

IV. Chairperson’s Report - Dr. Timothy Melchert

a. Welcome, and a special welcome to the new Senators.

Welcome everyone! Thank you very much for your willingness to serve on the Senate and participate in shared governance at MU and to help ensure that we make the best decisions possible moving forward. A special welcome to the new members who are joining UAS for the first time. We hope this is an interesting and rewarding experience for you and we look forward to you sharing your perspective to help ensure that we help lead this institution forward in the best manner possible.

b. Senators asked to inform their colleagues within their colleges and schools of UAS business—this is critical for effective communication

In the middle of an historic transition period for MU. There is the first lay president and the university is operating under a strong provost model for the first time ever. Working to fill some key positions including a provost, two deans (Business and Engineering), and a new director for athletics. We have a strategic plan that has been approved by the board of trustees for the first time ever. This is a lot of change for this university. In addition, higher education is undergoing a lot of change, both at the undergraduate and the graduate levels.

c. Note the critical role of committees in reviewing proposals and motions in addition to full UAS providing broad perspective and oversight.

Thank you for your investment in shared governance and helping MU move forward during this important time for us. The quality and effectiveness of this institution is dependent on the engagement and wisdom of the faculty, administrators, staff, and students who participate in shared governance. And of course, the quality and the effectiveness of the institution has direct effects on each of our careers. So the work of our shared governance structures is very important and I thank you for helping to make this whole system work. Your involvement is obviously very important.

Please make a special effort to communicate the business of the Senate with your colleagues. It is important that we have good communication at MU—good communication is critical to the effective functioning of an organization—so please let your colleagues know about the issues that are being considered here and get their feedback, and also bring issues that they have forward.

The function of the Senate sometimes seems a bit mysterious. There have been complaints, for example, that issues are sometimes presented here and then quickly approved with very little discussion. I want to point out, especially for new
Senators, that many of the motions that come to the Senate have been deliberated on at length in committees or boards before they are introduced here. We rely heavily on committees that often spend many hours researching issues and considering the strengths and weaknesses of alternatives before forwarding a recommendation to the UAS. The Senate provides a whole other level of oversight and perspective, but we often rely heavily on committees and boards who generally put in lots of work on proposals before we ever see them here.

d. President Lovell cannot attend this UAS meeting due to a schedule conflict, but plans to attend the month UAS meeting. There is a new level of communication and collaboration between him and the Senate. He plans to attend at least one meeting each Fall and each Spring. He also plans on attending UAS Exec. Comm. Meetings when he can to help address particular issues. He and I are also meeting monthly to try to ensure that issues are being communicated. I think he and I both share a commitment to open communication and I really appreciate his willingness to meet regularly with us. I think we made some particularly important strides last year in advancing shared governance in terms of the faculty representatives on the presidential search committee and the endorsement of the strong provost model. And we’re going to continue to work to strengthen shared governance this year.

e. Invitation to attend presidential inauguration activities
You are all invited to attend the inauguration of Dr. Lovell as our new president on Sept. 19. Note the events listed at http://www.marquette.edu/inauguration/schedule.php. Faculty RSVP form. Indicate if willing to serve as delegate for your alma mater, at http://www.marquette.edu/inauguration/faculty-response-form.php. Dr. Melchert was asked to chair the Steering Committee for Dr. Lovell’s inauguration. This might be the first time that a faculty member has been asked to chair the steering committee for the inauguration of a MU president, another sign about the growing commitment to shared governance as we move forward.

f. UAS Executive Committee appointed Ed Fallone in 2013-14 as UAS faculty representative for COBA Dean Search Committee—he will continue in that role as the search gets underway.

g. UAS Executive Committee will appoint faculty representative for the Engineering Dean Search Committee
The UAS Executive Committee appointed Marilyn Frenn as the UAS faculty representative for the Engineering Dean Search Committee.

h. UAS Executive Committee will appoint a faculty representative for the North Central Campus Planning Advisory Committee
The UAS Executive Committee appointed Fr. Mike Class as the UAS faculty representative for the North Central Campus Planning Advisory Committee.

Finally, I want to thank the members of the UAS Executive Committee for their service. It is perfectly clear to me that they are very invested in the quality and effectiveness of this university, and we are all lucky that they are willing to put in the extra time and effort to help make the Senate function as effectively as possible. Thank you very much.

V. Vice Chairperson’s Report – Dr. William Thorn
Faculty Council attachment will serve as the report.

VI. Secretary Report – Dr. Noreen Lephardt
All proposals should be in writing.

VII. Provost’s Report - Dr. Margaret Callahan
a. Update on searches:
   o College of Business Administration Dean Search
      The search committee under the co-chaired of Dr. Mike Akers and Dr. Joe Daniels is again beginning the search process with a launch meeting tentatively scheduled for early October with the search firm of Isaacson and Miller. Several members of last year’s committee had to be replaced due to commitments that prevented them from serving
this year. A News Brief will be out later this week or early next week announcing the committee membership. Prof. Ed Fallone will be the UAS representative on the search committee.

- **College of Engineering Dean Search**
  The search committee chair will be Dr. Dan Zitomer and we are in the final stages of selecting the committee membership as well as selecting a search firm that will work with the committee. Dr. Marilyn Frenn has agreed to serve as the UAS representative on the search committee. Once we have the committee finalized an announcement will be in News Brief either later this week or next week. Dr. Kris Ropella has agreed to serve as interim dean.

- **The timeline for both the Business and Engineering dean searches will basically run in parallel with the final candidates for both searches on campus after the new Provost has been selected. The timeline is being developed to have the dean search candidates on campus in the March/April timeframe with a goal of having the new deans starting on July 1.**

- **Vice Provost for Enrollment Management**
  The search committee under the leadership of Dr. James South has worked over the summer in discussing and reviewing potential candidates for the Vice Provost for Enrollment Management position. Several candidates were determined to have good potential to fill that position and we are in the process of conducting on campus interviews. Dr. Marie Hoeger Bement is the UAS representative on the search committee and the UAS executive committee is meeting with the candidates who have been invited to campus.

- **Haggerty Art Museum Director**
  As noted in last week news brief, Dr. Wally Mason after seven years as director of the Haggerty Museum of Art is leaving to become the director of the University of Nebraska's Sheldon Museum of Art. Ms. Lee Coppernoll, associate director of the Haggerty Museum, will serve as interim director while the university conducts a nation-wide search for a permanent director of the Haggerty Museum. Dr. Gary Meyer will chair the search committee and we are in the process of selecting committee members as well as a search firm to work with the committee. Our goal is to have the committee members identified by next week.

- The recently revised Provost Search committee now includes a student. In conversations with Dr. Lovell he felt that dean search committees should also include a student. We are now in the process of including a student on both the Business and Engineering dean search committees. To ensure we have a qualified student who will be an active participant and understands the confidentiality aspects of the search committee process the policy on selection of the student will be for the search committee chair to coordinate the selection of the student in consultation with department chairs and college leadership.

A question was asked regarding student representation on dean search committees. It is not in the bylaws but the President felt strongly that they should be involved. Every member of the committee will need to review the dean search protocol especially concerning the confidential nature of the process.

**b. Enrollment Strategy**

- **Huron Consultants**
  As you recall the nine enrollment strategy teams’ reports were finalized last December. With the reports reviewed by the Office of the Provost and the Enrollment Strategy Steering committee during spring semester. (Nine strategy teams: Traditional freshmen, Transfer Students, Non-traditional students, Student success and retention, International students, Graduate/Professional students, summer sessions, Online delivery, Pricing and financial aid)
  - In subsequent discussions with Dr. Lovell he agreed and supported the need to have engagement of a consultant to expand on the nine enrollment strategy teams’ reports and address key strategic issues.
  - In June 2014 an RFP was submitted by a subcommittee of the enrollment steering committee to 5 potential consultants.
  - We received four responses with two finalists selected and after telephone interviews there was overwhelming endorsement for Huron (their most recent engagement was at Boston College who highly recommended them)
  - The focus for Huron engagement is on traditional undergraduate, international, and transfer students.
  - Huron arrived on campus in late July, and began their work by interviewing over 100 people.
  - We provided Huron with internal data from admissions, financial aid, and Office of Institutional Research.
  - Preliminary results will be shared and vetted by with various groups on campus.
  - We are also engaged with the Education Advisory Board to conduct research for adult learners, summer session students, and online education. Adult students should be completed soon, the summer research project is underway and the online project is under development.

- **Brief overview of 3 phases of consultant report**
  - Phase I A (completed and being vetted)
• Provide perspective on the Marquette student of the future – shifts in population, ethnicity, academic quality, geographic region, socioeconomic status, and religion.
• What size should MU be? What is the ideal distribution of programs? Are we reaching the right students? How do students view the MU value proposition?
• Conduct market demand analysis for academic programs, assess MU’s capacity of academic programs to help identify gaps (programs that lack sufficient capacity to meet student needs or have excess capacity)
• Identify signature programs that attract students nationally

Phase IB (under development)
• Survey prospective students and employers to assess student preferences and MU’s competitive position
• Assess educational technology and its impact on program delivery
• Enrollment diagnostic: conduct an initial analysis of recruiting processes

Phase II
• Review transfer and international student markets and operations
• Assess retention practices

Phase III
• Provide options and scenarios based on findings that will help MU to develop an enrollment plan

At the September UAS meeting we will present for discussion an overview of the Phase 1 report.

○ Timeline on developing enrollment plan

The current timeline for development of the Enrollment Strategy Plan
• Nine Enrollment Strategy Teams – Fall 2013
• Enrollment Steering Committee review –December 2013/February 2014
• Recommendation to hire VP Enrollment – Spring 2014 (interviews underway)
• Huron Engagement – Fall 2014
• Analyze Huron Recommendations – Spring 2015
• Plan Finalized – Spring 2015

Timeline for the new Enrollment management person fit with this timeline. The second candidate is here on campus now. Ideally in the next six to eight weeks this individual will be named and should be able to assist in creating the enrollment plan.

c. Deans’ Council Retreat

○ Overview of topics discussed

All day deans’ Council retreat was held earlier this month. The topics we discussed were:
• Dr. Jeanne Hossenlopp gave an update current work and next steps for the strategic goal of on Research in Action. She also gave an update on our Carnegie ranking.
• We discussed both the FY16 operating and capital budget requests.
• Tom Ganey presented an overview of the capital Planning Process.
• We discussed the stewardship resources with a focus on faculty and the long range retirement projections and current need over next three year to replace faculty who are retiring.
• Dr. Lovell joined us for lunch and shared some of his ideas on innovation. Dr. Jeanne Hossenlopp continue the discussion on innovation in the afternoon.
• Consultant from Huron facilitated a discussion on our value proposition and delivering on the promise.
• We concluded the day discussing the next steps for the strategic goal of pursuit of academic excellence for the Human Being.

d. Update on Diversity plan and Climate Study

Campus-wide Diversity Plan

The Office of the Associate Provost for Diversity and Inclusion is presently leading an effort to draft a diversity plan for campus consideration. Marquette University recognizes the need for a campus-level diversity plan to better articulate its strategic priorities and initiatives relating to diversity and building an inclusive community, to provide greater cohesion and coordination, and to better articulate leadership in on campus diversity.

The current timeline on plan development is as follows:
• Summer 2014 – Information and evidence gathering. Review of previous reports, exemplary practices from other colleges and universities, and related literature. Small group meetings with past and current members of the Diversity Advisory Committee, members of the UAS Committee on Diversity and Equity, and other individuals who perform diversity work at Marquette University.
• September 2014 – Completion of a draft plan, with the assistance of the Diversity Advisory Committee, UAS Committee on Diversity and Equity, and MUSG Diversity Committee
• October-November, 2014 – Public discussion with student and employee communities
• December, 2014 – Complete revisions
• January, 2015 – Submission of plan to senior leadership for review and adoption

Climate Study
• In Spring 2014 the University contracted Dr. Sue Rankin and Associates to conduct a campus-level climate study of all students and employees. This was the result of research and vetting by the Climate Study Working Group initially convened in 2011 and reconvened in Fall 2013.
• The CSWG continues to meet each month with Dr. Rankin, managing assignments locally while assisting Dr. Rankin in the development of a survey instrument.
• Fall 2014 -- Dr. Rankin and her team will visit campus on October 6th to conduct a series of focus groups with different groups of students and employees, again as a part of the development of the instrument.
• February 2015 – Dr. Rankin and her team will work with Marquette to launch the campus level survey. The survey is meant to be a census, that is all students and employees (staff and faculty) are encouraged to participate.
• Late Spring 2015 – Dr. Rankin will release a preliminary report of survey results and will visit the campus to conduct town hall meetings to explain the results. A final report and follow up discussions between Dr. Rankin and senior leadership will occur in early Summer 2015.

Both the Campus Diversity Plan and Climate Study are on track for completion and adoption by Spring 2015 as originally planned.

e. Academic program review
   o Schedule for academic year 2014-15

f. Diploma – a sample was passed around of the new look – it was requested by the students.

g. Enrollment Update:
   Fall 2014 Freshmen
   • 25,495 applications: 2,074 more than last year (9% increase)
   • 14,500 admitted: 1,036 more than last year (8% increase)
   • 2,016 deposited: 7 more than last year
   • We met or exceeded the university enrollment budget goal in every college and exceeded the overall Freshmen admission goal of 2000.
   • The freshman profile will be available later in fall and at that time we’ll have solid details regarding academic quality, diversity, gender breakdown, etc.

Fall 2014 Transfers
• 759 applications: 142 fewer than last year (16% decrease)
• 318 admitted: 8 fewer than last year (11% decrease)
• 138 deposited: 2 students fewer than last year
• We are 12 students short of the transfer goal of 150 and 2 more students than last year at this time

Gradate enrollment is at 99% of what people projected last year. This group often does not register on time. Does not include the law or dental school. Ask Jeanne what she said about international students

VP Enrollment will work with the graduate school, law and dental programs. Keen eye on all programs. Comprehensive look would have slowed the consultants down to include these programs.

VIII. Provost Search – Dr. John Su, Chair Provost Search committee
Dr. Peggy Troy trustee and search firm representative will be at the September meeting
1. Provost search webpage – http://www.marquette.edu/provost-search/ throughout the entire process all the relative documents will be here. Membership is listed on the page. Note the student and large representation from UAS. Each person is responsible to the university as a whole and not an individual unit or group. Profile very similar to what they were looking for last year. Timeline link highlights for listening sessions, hotel interviews, campus visit, and announcement of the new Provost.
2. Please nominate people – http://www.marquette.edu/provost-search/provost-form.php everyone is responsible for the strength of the pool. Entire campus needs to be engaged in this process.

IX. Update on Athletic Director Search – Dr. William Henk, Chair Athletic Director Search Committee
This report will be given in September.
X. Introduction of motion: Restructuring and reorganizing of the faculty committees that report to UAS

Dr. Timothy Melchert, Chair University Academic Senate

This proposal comes from Faculty Council and is being introduced as a motion. It will be voted on in September or October.

- Faculty Council will have a change in membership.
- Faculty Hearing will have no change. The Committee on Committee and Elections would look for nominations so that there are a minimum of 5 members.
- CAPI responsibilities would be folded into the Faculty Council. Main concern that there would be one less student outlet to raise concerns.
- Committee on Faculty Welfare – Fold into Faculty Council. Form a task force if an issue comes out with experts in the area.
- Subcommittee on Part-time Faculty – now active after four years not meeting. Would report to Faculty Council.
- Committee on Diversity & Equity – No changes recommended.
- Committee on Committee and Elections – No changes recommended.

Three top concerns:
1. Student representation
2. Faculty council would be a stronger unit with more responsibilities.
3. Promotion & Tenure – by making these changes there would be fewer opportunities for university service on committees. 39 faculty positions would be reduced to 21 faculty positions.

Dr. Deahl is that the changes create blurred the lines between the lines between Faculty Council and University Academic Senate.

Fr. Class inquired why committee were being restructured with an even number of people where votes could end in tie? In the past much of the CAPI agenda comes from the student with their concerns, how would they be heard in the future?

Dr. Thorn noted that Higher Leraning Commission during the 2004 visit noted as a matter of concern the pre 2007 Academic Senate had to many administrators on it and membership should be closer in-line with the Committee on Faculty.

If the motion is approved at University Academic Senate the recommendation on committee restructuring would go back to the Faculty Council who would then draft the changes to the statues that would need to be approved by the University Academic Senate. The earliest the changes would take place would be in fall of 2015.

Dr. Garner suggested that the group be proactive to figure out a process so that students know where to take an issue that they would like to be heard.

XI. Update on implementation of new Honor Code – Dr. Gary Meyer, Vice Provost for Undergraduate Programs and Teaching

http://www.marquette.edu/provost/integrity-index.php

A video was shared with President Lovell’s stating his support.

1. Honor code/pledge was taken by the freshman at new student convocation. It will begin to appear in future bulletins. Dental & Law have their own policies
   Students will be asked before they register for a new term to recommit to the pledge so it becomes a part of our culture
2. Educational materials – tutorial available on the website
   Students will be required and so mastery before registering for spring classes- THIS WILL BE MANDATORY
   A communication plan is in place to ensure that students are aware of this.
   Students must completed through D2L
   Will take just a little over an hour to complete
   IMC, the Center for Teaching & learning and Dr. Rebecca Nowacek were instrumental in completing this project.
3. Honor Council – Will be developing policies this year so that it has a format to adjudicate cases in the following academic years.
If first semester freshman who have not completed the process by October 24th will have their account placed on hold and they will be unable to register for the spring semester.

The meeting was adjourned at 4:48 pm.