Attendees:
Dr. T. Gerard Bradley, Associate Dean, Research and Graduate Studies; Director, Predoctoral and Graduate Programs in Orthodontics, School of Dentistry
Dr. David Clark, Executive Associate Dean and Professor, College of Business Administration
Ms. Katherine Durben, Executive Director, Office of Research and Sponsored Programs
Dr. Sarah Feldner, Associate Professor and Associate Dean, College of Communication
Dr. Victoria Fitzgerald, Assistant Dean for College Operations, College of Education
Mr. Austin Fritsch, Compliance Officer/Animal Facility and Biosafety Director, Office of Research Compliance
Dr. Jeanne Hossenlopp, Vice President for Research and Innovation, Office of Research and Innovation
Dr. Sandra Hunter, Professor, College of Business Administration
Dr. Marya Leatherwood, Vice Provost for Strategic and Academic Planning, Office of the Provost
Mr. Scott Mandernack, Associate Dean for Scholarly Resources and Collections, Raynor Memorial Libraries
Dr. John Mantsch, Chair and Professor, Biomedical Sciences
Dr. Donna McCarthy, Interim Dean, College of Nursing
Prof. Chad Oldfather, Professor, Law School
Dr. Carmel Ruffolo, Associate Vice President for Research and Innovation, Office of Research and Innovation
Dr. Joseph Schimmels, Associate Dean for Research and Professor, College of Engineering
Dr. James South, Associate Dean for Faculty, College of Arts and Sciences
Ms. Lora Strigens, University Architect and Planner
Dr. Rosemary Stuart, Associate Dean for Planning and Professor of Biological Sciences, College of Arts and Sciences
Ms. Jean Zanoni, Associate Dean of Libraries, Raynor Memorial Libraries

I. Welcome and Introductions
The meeting was called to order by Jeanne Hossenlopp.

II. Approval of Minutes
The minutes from the last meeting were approved with no changes or corrections.

III. Strategic Planning
Marya Leatherwood provided an update on themes for the strategic plan. It was determined that an assessment of the original implementation was necessary due to changes at the university and the length of time since the original plan was set.

The assessment identified some gaps and opportunities which resulted in a minor reformulation of the plan. It was noted that the academic side of the original implementation had good processes in place and will be well suited for the updated plan.

The original and shadow goals were placed into the following themes where they could most easily be enacted.

- A Culture of Inclusion
- Social Responsibility through Community Engagement
- Sustainability of Valuable Resources
- Pursuit of Academic Excellence for Human Well-Being
- Formation of the Mind and Heart
- Research in Action
Jeanne spoke of the three global metrics for Research in Action that have been identified and align with the goal of achieving Carnegie classification.

- **Growth of research and development expenditures** – *the expenditures are a measure of both external grants and our internal expenditures*
- **Increase of PhD’s awarded** – *broken out over many areas*
- **Center for Measuring University Performance (MUP)** – *an external research enterprise that focuses on national context for major research universities; track faculty awards*

There will be an internal metric for each tactic.

### IV. Identifying Areas of Strength and Emerging Areas

The group was asked to identify areas as research strengths as well as future areas of strength.

- Community and family health
- Muscular skeletal rehab
- Physical and Neuro rehab
- Stroke rehab – Marquette currently owns this niche market
- Neuroscience (cognitive) – multiple areas/overlap
  - Mental health
  - Public health
- Computer science – it will be important to link to health science
  - Community health
- Public Policy
  - Advocacy
  - Public health
  - Education – task force
  - Ethics
- Environmental Sciences
- Neurology
- Biomedical (interactions)
  - Engineering
  - Health
- Computer Science
  - Cyber security (math, business)
  - National security
- Immigration
  - Mental health
  - Policy
  - Religion
  - National security
- Sustainability
  - Water
  - Power usage/control
  - Automation
  - Manufacturing
  - Neuro Rehab
  - Bio-imaging
- Public Policy
- Research
- Criminal Law
Jeanne will take this feedback and craft a few trial themes to present to the council and they will determine if these themes fit into the master planning concept and whether or not our current facilities/infrastructure can support the work.

V. **Hiring Forecast**

Kathy asked the group to share what areas of focus and the type of faculty their departments are looking to hire this year.

**College of Communication**
- Strategic health communication – research in corporate communication
- Digital media hire – more technology focus, digital storytelling

**Biomedical Sciences**
- Instruction/immersion in public health
- Neuroscience research – tenure track

**College of Engineering**
- Manufacturing, energy systems, water, biomedical

**Arts and Sciences**
- Biological Sciences – environmental sciences
- Math, Stats and Computer Science
- Social and Cultural Sciences
- Theology

**College of Business Administration**
- Finance – Corporate Finance
- Management – strategy
- Management – human resources/leadership
- Economics – Public policy

**College of Education**
- Strong research background
- Counseling

**School of Dentistry**
- Research

Jeanne noted that there appeared to be overlap in what departments are looking for in candidates and encouraged continuing discussions.

VI. **Strategic Innovation Fund**

The proposals are due November 24, 2015 at 5:00 p.m.

VII. **Master Campus Planning**

Lora shared that although master planning was a bid ahead of the strategic planning they are now better aligned. The data analysis will be completed in mid-December. The consultants have been engaged in benchmarking for research space allocation. They are looking to peer institutions for their metrics and baseline data to determine how much research space they allocate to particular areas and how they allocate the space.
Lora noted there will be a cultural change on how future spaces are looked at. Spaces in the future will be designed to have a multifocal use and there will be very few single use spaces allotted.

A list of all the approved capital projects will be presented to the Board in December. Once approved, the list should be available in mid-January.

VIII. Global Water Center Update
The space will be open in January. Jeanne reported that thirteen teams applied for the space. There is a very good mix of laboratories and office/gathering space. Mike Switzenbaum has agreed to chair a committee that will have internal representation to allocate the water space.

There will be an event in January to welcome everyone to the new space.

IX. Electronic Grant Management System
Kathy reported that KaualiCo will be on campus in December. Meetings have been scheduled. The first stage of implementation will include institutional proposals and importing legacy data for existing awards.

It will be at least one year before the campus will be actively using the new electronic grant management system.