Members in attendance: Dr. Allison Abbott, Dr. Kimo Ah Yun, Ms. Ashlie Benson, Ms. Katie Blank, Mr. Bruce Boyden, Mr. Dan Brophy, Dr. Joshua Burns, Dr. Sumana Chattopadhyay, Mr. Michael Danduran, Dr. Joseph Domblesky, Dr. Valerie Everard-Gigot, Dr. Kim Factor, Dr. Sarah Feldner, Dr. Marilyn Frenn, Dr. Ana Garner, Mr. Kurt Gering, Dr. Arndt Guentsch, Dr. Todd Hernandez, Dr. Yasser Khaled, Mr. Patrick Loftis, Dr. Cheryl Maranto, Dr. Tim Melchert, Dr. Michelle Mynlieff, Dr. Paul Nolette, Mr. Michael Odden, Dr. Lars Olson, Dr. John Su, Dr. Doris Walker-Dalhouse, Mrs. Janice Welburn, Ms. Mary Jo Wiemiller, Dr. Susan Wood, Dr. Doug Woods

Members excused: Dr. Jennica Webster, Ms. Mary Jo Wiemiller

Members not in attendance: Dr. Rick Holz, Dr. Javier Ibanez-Noe, Dr. David Papke, Dr. Madeline Schmidt

Guests: Ms. Autumn Anfang, Ms. Valerie Beech, Dr. Kati Berg, Dr. Sharon Chubbuck, Dr. Kerry Egdorf, Chief Edith Hudson, Dr. Ken Knetzger, Dr. Cindy Petrites, Mr. Joel Pogodzinski, Dr. Chris Shaw, Ms. Lynn Sheka, Dr. Jeanne Simmons, Ms. Toni Uhrich, Dr. William Welburn

I. Call to Order by Dr. Michelle Mynlieff at 3:03 pm.

II. Reflection was given by Dr. Ana Garner

III. Approval of December 10, 2018 minutes
- Motion to approve: Dr. Tim Melchert
- Second: Dr. Ana Garner
- Passed by voice vote unanimous

IV. Chair’s Report – Dr. Michelle Mynlieff
- Executive committees of faculty and staff senates met today to discuss items of mutual interest
  - Cyber-bullying policy
  - Differences between employee and faculty handbooks
  - Technology
  - Benefits

V. Vice Chair Report – Dr. Sumana Chattopadhyay
- Faculty Forum date set: April 16, 2019, Weasler Auditorium, 3 to 5 pm, hosted by Faculty Council
  - Refreshments will be provided beforehand courtesy of the Provost
  - Please spread the word
  - Forward any questions for Q&A
- Working on statutes for faculty council
- Working on guidelines for establishment of new departments

VI. Secretary’s Report – Mr. Bruce Boyden
- Election Update
  - Nominations were solicited for 3 at large positions, 1 Senator from the participating faculty and 2 positions on the Faculty Hearing Committee
    - Have 2 or more nominations for each position
    - Elections in early March by electronic ballot
  - Elections from individual colleges – 7 faculty positions on senate from various colleges
    - Thank you to those running for re-election; if not running, try to recruit others.
- In April, will conduct internal senate elections for several positions – exec committee positions and UBGS and UBUS liaisons. Nomination forms will be passed out at March meeting.
  - Be certain to forward your name if you are willing to serve; nominate others.
  - Watch for forms electronically and at March meeting.

VII. Provost’s Report – Dr. Kimo Ah Yun, Acting Provost
- Status of searches
  - Chief Information Officer: finalists will visit campus soon.
  - VP Human Resources: 2 of 3 finalists have been on campus; expect a recommendation to COO following the third finalist visit.
  - VP Finance – Xavier Cole will chair committee; position will continue to report to COO.
  - Provost – committee will be put together shortly after spring break, job will post over summer, fall will see visits, interviews, etc. Hope to have completed by end of fall semester.
  - Deans of A&S and CoBA – conducting listening sessions with college faculty; hope to have these two searches lag provost search by about a month.

- Enrollment
  - Spring – ahead of projections. Retention rates are good.
  - Fall – still early in the process; changes day by day. Down 19% in deposits as compared to this date last year, but not concerned because it is still early in the process. Applications and admits are both down 3-4%, but this is not a surprise because of last year’s very large class. We intended to reduce the fall 2019 class by about same amount as we are down in numbers so we are right where we had hoped to be.
  - Hoping to expand adult learning market, especially with online and weekend learning. David Schejbal has been put in charge of the CTL area, which more or less oversees these learning areas.

• Call attention to two campus speakers:
  - Joanne Lipman (2/21)
  - President’s Panel on Equity, Diversity, Inclusion with Soledad O’Brien (2/26)

VIII. Introduction of Marquette University Police Chief and brief discussion – Chief Edith Hudson
- Has been a law enforcement practitioner for most of her adult life.
- Her passion was about her work in community engagement. Reason she is at MU is because of our involvement in the community. Other passion was crime analysis and ability to project/predict where crime might occur and the ability to perhaps prevent a certain amount of crime. Don’t currently have support for crime analysis at MUPD.
- Proud parent of two sons; oldest, a graduate of Cardinal Stritch, was in Army and now serves in ministry in Lawton, OK and also working in personal training. Youngest son is at UW-M and loves music; hopes to serve his community through production, performance, etc.
- Will focus on crime analysis, need for officer wellness, including mental health.
- Has great respect for work that the faculty does. Had an opportunity to teach at Alverno and UW-M; respects faculty as she believes that teaching was definitely not God’s gift to her!
- Wants to be available for anything that she might be able to do for/with faculty.

IX. Presentation on Board-approved University Budget – Mr. Joel Pogodzinski, Senior Vice President and Chief Operating Officer
- Operational and Financial Landscape presentation included the following topics:
  - Some institutions are slashing expenses and cutting costs to remain viable. We are positioning ourselves with innovation and investment for a competitive advantage and long-term health. Have looked at this process strategically with initiatives and accountability. Strategic plan, campus master plan, other priorities include revenue-sharing programs, incubator to launch new academic programs, faculty compensation, and external partnerships.
  - Beyond Boundaries will be operationalized with integrated planning – tying strategic, academic,
campus master and campaign plans together...offers specific challenges. This effort led to multi-year planning with a direct link to strategy; will align operating, capital plans and cash forecasting.

Have moved from year-by-year planning to multi-year planning.

- College financials were resurrected to provide a consistent view across colleges to measure revenue and cost – looks at trends over a 5-year period; drivers go to student-by-student numbers, etc. Very detailed information provided to deans which better communicates results and aids in decision-making.

- FY19 board-approved budget had a $10 million operating loss; leadership was behind this approach to finding financial flexibility for the future. Have invested in some operating costs, facilities, and other items. Is intended to get back to zero/balance by FY20. Are getting back to break-even immediately – some peers have run unplanned operating deficits and this is not beneficial. Getting back to even means that strategies we have put in place will pay dividends. Will use cost control measures, revenue gains from a 5% tuition increase, reduced freshman discount, and returns on the initial investments in new initiatives to achieve that zero balance in FY20.

- Cost of compensation is very similar to tuition/fee revenues – is a significant part of our overall budget, etc. Enrollment assumptions include slow and steady enrollment goals.

**Questions/Discussion:**

- **FY20 break-even is a projection?**
  - Coming from corporate, he calls it a commitment rather than projection. Not considering it a commitment would be a major negative.

- **This budget shows we have more compensation costs than tuition revenue. Is that sustainable?**
  - Believes we have the right mix. It has fluctuated over an extended period but is something that we monitor. Yes, believe it is sustainable – don’t want to outpace tuition and cut back on those that are providing the services.

- **Used to have the ability in units to roll-over budget.**
  - This year is a good example of why he is shy to implement that. Several areas are fixed revenue with expenses tied to revenue. Exceptions are made for some endowment accounts, but intent is to create budgets that are accurate reflections of revenue.

- **Please explain cost controls.**
  - Evaluate all initiatives in which we have invested. Can’t grow graduate programs without investing in them, etc. Experience so far is that every time we grow, we have been trying to fund a program that we support. Cost control is about planning our costs vs. having unexpected/unplanned costs.

- **Elephant in the room is unfunded discount that ballooned dramatically a few years ago. Budgets reflect that coming slowly back down. What is the model for getting that number down?**
  - This is somewhat related to demand. A smaller class than anticipated a couple of years ago caused MU to react. We like to think that our programs are the reason students come to MU, but the reality is that it is also related to cost. Market is working against us – high school graduates, people choosing college, etc. are both down. Some universities are “buying” their students with drastically reduced tuitions – that is not sustainable. It is all part of the discussion of the value proposition of a private higher education. Those pressures pushed it up. Our strategic plan to try to moderate that discount growth has been a positive thing for us. Discount percentage is coming down; financial aid dollars are at an all time high. Market factors are driving it. Discount moderation is seen as a positive.

- **The university has joined the Tuition Exchange. Is that seen as revenue-neutral?**
  - There are no additional costs or revenues to university – expands benefits for employees and allows expansion of student body.

- **Number of new administrative lines vs. new faculty lines?**
  - Don’t have that information handy for FY19. For FY20, should be similar as we are holding those steady.

- **Have heard (from an external source) that we have cash flow issues. Is that true?**
  - No, that is not true. We are in a fine position from a cash flow perspective; are in an innovative
strategic plan right now. Will not be in a position where we go into a negative cash flow position. From a debt perspective, we have not taken out debt in the last three years. If we were in a difficult cash flow position would probably have to do that, and we have not.

X. Presentation on teaching assistant allotments – Dr. Doug Woods, Vice Provost for Graduate and Professional Studies and Dean of the Graduate School

- Presentation – Funding allocation model update.
- Explained application process for reallocated lines – assistantships
- Last year, recommendations of the committee were followed, almost to the letter.
- Once in place, this will be the funding for three years.
- Questions/Discussion:
  - Are terminal MA programs handled differently?
    A: Probably. Because the metrics hit Masters’-only programs differently.
  - How will the metrics be applied to the Math, Statistics, & Computer Science dept. given the reorganization?
    A: It would be chaotic to pull back lines given the reorganization. Dr. Woods would not anticipate any changes in the 2019-2020 academic year.
  - Regarding the requirement to take 12 dissertation credits, seems odd that these can be taken anytime during graduate school, including the first year.
    A: Are reviewing this and considering a move to when the credits can be taken, and possibly reducing the number of credits that are required. We also do not require students to remain enrolled while working on the dissertation, so might be considering that as well.

XI. University Board of Graduate Studies – Dr. Sharon Chubbuck, Chair

Motion to approve: New Dual Track Primary Care/Acute Care PNP Post-Master’s Certificate

- Discussion: specialization exists in masters and doctorate (certificate piece was left off when others were approved, inadvertently); approval is needed for full accreditation, etc.
- Vote: passed unanimously by voice vote

Motion to approve: Termination of MS in Human Resources

- Discussion: Rationale is that enrollment is low. GSM proposing a new master’s degree in leadership that will absorb the need.
- Vote: passed unanimously by voice vote

Motion to approve: Termination of Master’s in Leadership

- Discussion: GSM proposing a new master’s degree in leadership that will absorb the need.
- Vote: passed unanimously by voice vote

Informed on decision: To approve with one change the proposed policy language revision regarding the formation of dissertation committees to allow emeritus faculty to serve as dissertation committee members or co-chairs, but not as stand-alone chairs in Dissertation Directives.

- Discussion: emeritus can be chair with a co-chair; clarification that emeritus can also serve on committee and it would be recognized as an internal committee

Informed on decision: To elect Scott D’Urso as UBGS vice chair (replacing Sharon Chubbuck, now chair).

- Discussion: Changes in College of Communication caused Sharon Chubbuck, as vice chair, to become chair. Scott elected as vice chair.

XII. University Board of Undergraduate Studies – Dr. John Su, Chair

Motion to approve: New online major in Strategic Communication

- Discussion:
o First fully online degree program at Marquette
o Excellent collaboration with the college, the core curriculum, and with the online apparatus

• Questions:
  o It is fully online and does it fulfill the core themes? A: Is consistent with core; pathways through two themes of the core.

  Vote: passed by unanimous voice vote

Informed on decision: Approval of new concentration in communication leadership
  • Discussion: at least 9 credits in undergrad space (3 courses plus 2 non-credit experiences)

XIII. Adjourn at 4:31 p.m.
  • Motion to Adjourn: Dr. Lars Olson
  • Second: Mr. Kurt Gering
  • Passed by voice vote

Respectfully submitted,
Mr. Bruce Boyden
UAS Secretary

The next meeting will be Monday, March 18, 2019 at 3:00 p.m. in AMU Ballrooms C/D.