MARQUETTE UNIVERSITY
University Academic Senate Minutes
March 18, 2019
3:00 – 5:00 p.m.
AMU, Ballrooms CD

Members in attendance: Dr. Allison Abbott, Dr. Kimo Ah Yun, Ms. Katie Blank, Mr. Bruce Boyden, Dr. Joshua Burns, Dr. Sumana Chattopadhyay, Mr. Michael Danduran, Dr. Valerie Everard-Gigot, Dr. Sarah Feldner, Dr. Marilyn Frenn, Dr. Ana Garner, Mr. Kurt Gering, Dr. Arndt Guentsch, Dr. Todd Hernandez, Dr. Rick Holz, Dr. Javier Ibanez-Noe, Dr. Yasser Khaled, Mr. Patrick Loftis, Dr. Cheryl Maranto, Dr. Tim Melchert, Dr. Michelle Mynlieff, Dr. Lars Olson, Mr. David Papke, Dr. Madeline Schmidt, Dr. John Su, Dr. Doris Walker-Dalhouse, Dr. Jennica Webster, Dr. Susan Wood, Dr. Doug Woods

Members excused: Dr. Paul Nolette, Mr. Michael Odden, Ms. Mary Jo Wiemiller

Members not in attendance: Ms. Ashlie Benson, Mr. Dan Brophy, Dr. Joseph Domblesky, Dr. Kim Factor, Mrs. Janice Welburn

Guests: Dr. John Baworowsky, Dr. Kati Berg, Ms. Wendy Butler, Dr. Sharon Chubbuck, Dr. Kerry Egdorf, Ms. Lynn Mellantine, Dr. Cindy Petrites, Ms. Lynn Sheka, Ms. Toni Uhrich

I. Call to Order by Dr. Michelle Mynlieff at 3:06 pm.

II. Reflection was given by Dr. Marilyn Frenn

III. Presentation on Enrollment Management – Dr. John Baworowsky, Vice President for Enrollment Management

- Shared enrollment goals for first year, transfer, and international first year students; goal is to reduce first year class by 4% and reduce unfunded discount by 1.4%.
- Will have a photo-finish year; in comparison to last year at this time, similar on numbers admitted, but deposits are down. Other than Saint Louis University, conversations would indicate that everyone in Midwest is down. Anecdotal information from guidance counselors in Chicago area indicates that students are delaying their decisions longer than in years past.
- Concerns with first year:
  - Diversity – African-American pool is down in applications and admissions; Hispanic pool is up in admissions, down in deposits.
  - Efforts to decrease discount while dealing with tuition increase reduces the “buying power” of our scholarships and aid offers.
  - International admits and deposits are up.
  - Quality measures are even with last year.
- Discount is lower for admitted students than last year but is slightly higher for those students who have made deposits.
- Very early to make judgments about transfer students as they traditionally make decisions later than first year students.
- Other challenges:
  - Low first to second year retention
    - Most retention losses appear to be due to finances, losing both Pell and wealthy students.
    - 5% tuition increase is approximately $2200 with no increase in Marquette grants, scholarships, or loan availability
  - Sticker price is discouraging first-generation and minority students from applying
- Discussion/Questions:
  - Has the drop in US News ranking hurt us? A: We went up one spot (90 to 89) in the rankings. Don’t believe that has any effect. Loyola Chicago picked up a lot of ground and is now tied with us and that has been issue as we charge more tuition than they do. We expected a larger gain in rankings because of class caps that we put in place, but USNWR methodology changed.
• Do we have a strategy to improve our rankings? A: Is nearly impossible to do that; OIRA works on that. Are currently more concerned about the change in Carnegie research rankings as it moves some schools that were previously considered “regional” into the “national university” category.

• If increase in tuition has had a negative impact, are we going to be able to do something to eliminate that negative impact? A: We have chosen not to increase the unfunded discount in order to increase enrollment.

• When tuition increases, the financial aid package does not get adjusted for current students. Parents might be asking “does Marquette consider grandfathering people when tuition increases?” Have we considered doing that? Parents might be willing to pay more up front if they know what they are going to pay across all four years. A: Grandfathering makes the tuition for freshmen go even higher in order to cover the increased costs for returning students. Amount of loan borrowing increases in second and third years.

• Provost Ah Yun: Executive Leadership Team considers the proper price point for Marquette, how do we get to that proper point, and then do we lock in for a certain period. What we do know is that Marquette is still a very good deal for the price.

• In terms of individual units, what is the methodology for matching discount rate from unit to unit? A: Discounts are down in some areas and not in others. Meet with the deans to agree to multi-year enrollment targets then break down by college to determine the needs for each college. Engineering might have a higher discount rate, for example, because often the brightest students who are able to demand higher discounts. Review data each week by college.

• Dr. Baworowsky: Institutions don’t readily share their discount rates. Loyola Chicago’s sticker price and fees are higher than ours; seem to be discounting to a larger extent than we are. Saint Louis is really the biggest offender of higher discount. Don’t know how they can have a higher sticker price and be cheaper in actual tuition paid. Irresponsible discount rate can only be paid for by budget cuts, including staff reductions.

IV. Presentation on Employee Engagement Survey – Ms. Lynn Mellantine, Assistant Vice President of Human Resources, and Ms. Wendy Butler, Director of Organizational Development

   o Employee Engagement Survey will be conducted in April. Seeking support to bring awareness of and participation in the survey to campus community.
      • Had only 33% response rate last time around – know that we can do better.
      • Engaged employees are better employees; need to have people talking positively about Marquette outside of work.
   o Climate survey has helped guide the work we have done in the past. Fast forward to 2017 and the first employee engagement survey.
   o Summarized results of 2017 survey and actions that have followed
      • Leadership Development Program, professional growth series, FELOS program (Guiding behaviors and accountability)
      • Campus conversations, message cascading process, bi-monthly operations meetings (Communication)
      • Programs on managing change
   o UAS can assist:
      • Build awareness to aid in increase the response rate
      • Build trust that University is responding to the issues that are raised in the survey.
   o Discussion/Questions:
      • Survey is anonymous; survey information stored in OIRA
      • What is next after the survey completed? A: Review results to discover any major changes from 2017. Will distribute results, sometimes to departments (e.g., how can HR help with issues on the department level) as well as to consider strategically for the entire university.
      • Is survey available only electronically or is it possible to complete by paper? A: Survey can be available via paper or electronic.
V. Approval of February 18, 2019 minutes
   o Clarification regarding teaching assistant allotment for MSCS and how it will be applied: Dr. Woods would not anticipate any changes in the 2019-2020 academic year.
   o Motion to approve, as amended: Dr. Joshua Burns
   o Second: Dr. Tim Melchert
   o Passed by unanimous voice vote.

VI. Chair’s Report – Dr. Michelle Mynlieff
   o Importance of officers within the Senate and the upcoming elections. Serving as an officer provides opportunity to learn about overall operation of the university and provide feedback on things that are going on. Officer positions are important as representatives of the entire faculty. Executive Committee members are involved in various interviews, and generally have better access to information on campus. Don’t hesitate to serve. It takes time, but chair or vice chair also get a course buyout.

VII. Vice Chair Report – Dr. Sumana Chattopadhyay
   • Faculty Forum reminder: April 16, 2019, Weasler Auditorium, 3 to 5 pm, hosted by Faculty Council
     o Refreshments will be provided beforehand courtesy of the Provost
     o Still accepting questions for Q&A from Faculty
     o Encourage participation by all faculty
   • Report from Faculty Council
     o Statutes were amended by Faculty Council and will be voted on today.

VIII. Secretary’s Report – Mr. Bruce Boyden
   • Election Update
     o At-large seats for senate and FHC went out before spring break. Please cast ballot by Wednesday, March 20.
     o Will also elect Senators to serve in important committee positions.
       ▪ UBG5, UBUS and Senate Executive Committee
       ▪ Forms distributed to gather nominations
       ▪ Please self-nominate or nominate others that you think will be willing
       ▪ Will confirm that those nominated are willing to do so.
     o Encourage individuals to place names in consideration to have contested elections for each position

IX. Provost’s Report – Dr. Kimo Ah Yun, Acting Provost
   • Status of searches
     o Chief Information Officer: this search will continue; Lora Strigens to chair committee going forward.
     o VP Human Resources: has been named; should have an announcement this week.
     o VP Finance – Xavier Cole chairing committee; position will continue to report to COO. Position is advertised and applications are being received; currently reviewing those applications.
     o Provost: committee will be put together shortly after spring break, job will post over summer, fall will see visits, interviews, etc. Hope to have search completed by the end of fall semester. A search firm has been hired; President hopes to have an offer in place by Nov. 1
     o 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. Are in process of forming committees. Anticipate timing similar to that of Provost – hope to have positions posted by end of academic year. Would like to be able to advertise during the summer months in order to be in the interview process in the fall. Candidates to come on campus after the provost named to allow participation by provost.
   • Enrollment
     o John Baworowsky provided information on Undergraduate enrollments
     o On graduate side, applications, admits, and matriculations are up compared to last year. Are basically where we expected to be at this point in time.
X. University Board of Graduate Studies business – Dr. Sharon Chubbuck, Chair

**Motion to approve**: Revision of policy regarding number of master’s credits that may be used to satisfy Ph.D. program coursework requirements if the master’s is also earned at Marquette University. Revision to Graduate School Bulletin.
- **Discussion/Questions:**
  - Request came from CCEN – students were losing 9 credits from master’s program that would not count toward Ph.D.
  - Is up to department as to what credits would and would not be allowed. Student could transfer in 30 credits, but would still have to meet all the requirements of the department, i.e. if department doesn’t allow 5000 level courses, then those courses would not be allowed to be transferred in.
  - HLC is fine with this and is supportive of change.
  - Is allowed but is not necessarily a policy/requirement.
- **Passed** by unanimous voice vote.

**Motion to approve**: Update of policy language regarding Accelerated Degree Programs (ADPs) to allow the possibility of ADPs for doctoral programs. Revision to Graduate School Bulletin.
- **Passed** by unanimous voice vote.

**Motion to approve**: Introduction of policies governing certificate programs. Revision to Graduate School Bulletin.
- **Passed** by unanimous voice vote.

**Informed on decision**: To discontinue Specialization in Clinical Nurse Leader in the Master of Science in Nursing (NURS-MSN) program.

XI. University Board of Undergraduate Studies business – Dr. John Su, Vice Provost for Academic Affairs

**Motion to approve**: Modification of policies regarding college level credit by exam. Revision to Undergraduate Bulletin.
- **Discussion/Questions:**
  - Students must register for credit by exam prior to conclusion of third semester rather than second. Requested change is related to the work being done for introduction of online degree programs.
  - Number of students that take credit by exam is very small.
  - Does not reduce the likelihood that students could test out of courses.
- **Passed** by unanimous voice vote.

**Informed on decision**: To discontinue all concentrations in Major in Political Science

XII. Faculty Council – Dr. Sumana Chattopadhyay, Vice Chair

**Introduction of motion** (to be voted on at next meeting): Faculty Council statute changes, Section 1.01
- **Discussion/Questions:**
  - Did the group consider making Faculty Council smaller? A. *As there is only one faculty member per college, reducing size would eliminate the voice of at least one college. Removal of the quorum requirement was a result of discussions about scheduling conflicts for members.*
  - How was the energy this year? In the past, people have missed a lot of those meetings; need some vehicle for further discussion of some issues. How do we share with the wider community in order to get full participation? A: *Streamlined description was partly motivated to provide better information on what the FC does. Trying to encourage people to be a part of it, especially as it is not a huge time commitment.*
  - President sponsors many forums. Is that specific charge to faculty council still warranted? A. *Faculty Council really wanted this event as faculty want to have the freedom to ask questions directly. President will do a direct Q/A this year. Forum is specifically faculty-focused and is only gathering*
that is fully faculty-driven. Senators can help by sharing with faculty that this forum is organized differently from other gatherings hosted by the President.

- Under the new statutes, the Faculty Council will retain its function as the body that reviews grievances if the grievant disagrees with the position of the Faculty Hearing Committee.

XIII. Proposed Resolution on Maintaining the Independence and Integrity of Externally Funded Academic Programs, Centers, and Institutes – Dr. Michelle Mynlieff, Chair

- Discussion/Questions:
  - Faculty want to make sure that the mission is followed and that the university has independence and control in how Centers and Institutes are established, specifically when externally funded.
    - Recommending that any agreement would be available to University Academic Senate; hiring for any faculty lines follow the normal hiring guidelines.
    - Center might be run by a person in a part-time position that is also a faculty member. Hiring for this position should also follow the normal hiring guidelines for faculty.
    - Language in Section 3.D. should be changed so that last sentence indicates reporting directly to the Dean, VPIR, or Provost (adds VPIR as some directors report there).
    - Does the language in 3.C. regarding a “national and open search process” reflect that it would not be possible to conduct a “closed” search? What does the term “open” mean in this context?
      - A: Secretary reads language as not that all applicants will be made public but rather that any search would be conducted in accordance with normal hiring guidelines. Some believe this is intended to require that if there were a director, there would be a search vs. having the director appointed by any external group, etc.
    - Perhaps this is answered by simply saying the “position will be posted.”
    - Is there any existing center or institute on campus that would not meet these requirements? Are there any that are not governed by the university?
      - A: None currently. But possible. Donors have been known to write into their donor agreement that they would have a say in who was named as director.
    - Provost Ah Yun: The UAS Statutes give the Senate “prior approval” to approve the establishment of Centers and Institutes. This resolution widens the authority of the Senate greatly; it takes authority away from the dean in how they would complete the process and gives authority to the Senate in how a center is funded and staffed. Is this the intent of Faculty Senate?
      - Within power of Senate to withhold approvals due to financial concerns.
      - What if a department or college proposes a center that the Senate does not believe meets these requirements?
        - A: That would be extremely unusual. Concern is more with centers initiated from outside.
      - Should there be a body that reviews a center in the same way as University Boards of Undergraduate and Graduate Studies operate?

- Vote: It was agreed that possible amendments and further consideration and discussion of this resolution is warranted. Without objection, vote is postponed to a future meeting.

XIV. Adjourn at 4:59 p.m.

- Motion to Adjourn: Mr. Bruce Boyden
- Second: Dr. Ana Garner
- Passed by voice vote

Respectfully submitted,
Mr. Bruce Boyden
UAS Secretary

The next meeting will be Monday, April 15, 2019 at 3:00 p.m. in AMU Ballrooms C/D.