Members in attendance: Dr. Allison Abbott, Dr. Kimo Ah Yun, Ms. Rebecca Blemberg, Mr. Bruce Boyden, Mr. Dan Brophy, Dr. Joshua Burns, Dr. Sumana Chattopadhyay, Mr. Michael Danduran, Dr. Michael Donoghue, Dr. Marilyn Frenn, Dr. Arndt Guentsch, Mr. Jake Hanauer, Dr. Heather Hathaway, Dr. Todd Hernandez, Dr. Yasser Khaled, Dr. Chima Korieh, Dr. William Lobb, Mr. Patrick Loftis, Dr. Tim Melchert, Dr. Michelle Mynlieff, Dr. Paul Nolette, Dr. John Su, Ms. Brooke Thorson, Dr. Luke Togni, Ms. Regina Vela-Mesta, Dr. A.Jay Wagner, Dr. Doris Walker-Dalhouse, Dr. Jennica Webster, Mrs. Janice Welburn, Ms. Mary Jo Wiemiller, Dr. Doug Woods

Members excused: Ms. Katie Blank, Dr. Lars Olson

Members not present: Dr. Joseph Domblesky, Dr. Kim Factor, Ms. Heather James, Dr. Felicia Miller, Dr. Madeline Schmidt

Guests: Dr. Sonia Barnes, Dr. Stephen Beall, Ms. Jacki Black, Ms. Wendy Butler, Dr. Tara Daly, Ms. Alissa Fial, Dr. Sergio Gonzalez, Ms. Lynn Griffith, Dr. Heather Hlavka, Mr. Jonathan Jimenez, Jordan Johnson, Ms. Annie Mattea, Ms. Claudia Paetsch, Ms. Laurie Panella, Dr. Cindy Petrites, Dr. Philip Rocco, Dr. Liza Strakhov, Dr. Rosemary Stuart, Dr. William Welburn

I. Call to Order by Dr. Sumana Chattopadhyay at 3:01 pm.

II. Reflection was given by Dr. Joshua Burns

III. Approval of October 21, 2019 minutes
   - Motion to approve: Dr. Allison Abbott
   - Second: Dr. Tim Melchert
   - Passed by voice vote; 1 abstention

IV. Chair’s Report – Dr. Sumana Chattopadhyay
   - Update on UPP 6-11 Demonstration Policy
     - Dr. Chattopadhyay attended a meeting with Faculty Council where they are working on edits; feedback has been forwarded to the Office of General Counsel, along with that of MUSG and University Staff Senate. All feedback from these three bodies is being synthesized by the offices of provost, senior vice president/chief operating officer and general counsel. An updated version of the policy will be sent to Dr. Chattopadhyay.
   - Ombuds office closing
     - Chair Monica Adya of Committee on Diversity and Equity met with Acting Provost Ah Yun; Dr. Chattopadhyay met with committee chair also; Dr. Chattopadhyay has talked with the provost and president. There are some discussions about solutions moving forward. Considering some creative solutions and look forward to hearing more in months ahead.

V. Vice Chair’s Report – Dr. Yasser Khaled
   - Faculty Council
     - Met last week of October to discuss demonstration policy; received updates from representatives of different colleges/schools. Finalized draft and sent to offices of provost and general counsel.
     - Next meeting will discuss by-laws. All colleges/schools now have representatives on Faculty Council.

VI. Secretary’s Report – Mr. Bruce Boyden
   - As mentioned at a previous meeting, Dr. Valerie Everard-Gigot was serving as the at-large representative for part-time faculty; she has been appointed as a full-time clinical professor. She has stepped down as part-time faculty representative. Dr. Luke Togni from Languages, Literatures and Cultures agreed to fill the vacancy for remainder of term, ending in 2020. Welcome and thank him.

VII. Provost’s Report – Dr. Kimo Ah Yun, Acting Provost
   - Tuition increase announced at 3.75%. Have had 5% increase the last several years; this represents attention to student costs as well as continuing to provide a quality educational experience.
College of Education update. A group has been assembled to consider next steps relative to right-sizing. Targets have been set by ELT; the dean believes they are attainable. The working group will provide a report to ELT in the spring.

Board of Trustees – Budget is submitted for approval at the December meeting. Have looked at enrollment numbers relative to the budget. Enrollment projections are a little lower than last year at 1974 domestic and 40 international students. Competition is very high for the students available. Demographically, there will be a reduction in students to 2022, and then increase to 2026; after 2026 the numbers will go down dramatically.

Enrollment update. In comparison to this time last year, our application numbers are down; admissions is working hard with high school counselors and others to meet the established goals. Early conversations seem to be around costs. Some schools are offering deeper discounts in order to achieve goals, however we know that deeper discounts mean lower revenues.

Update on searches.
- Chief Financial Officer Ian Gonzalez began last week.
- Vice President for Mission and Ministry Fr. James Voiss, S.J. starts January 2.
- CoBA dean – semifinalist interviews this week.
- A&S dean – Rosemary Stuart will update group today.

Please sign up for lunches!

VIII. Update on DNC Convention Planning – Ms. Lynn Griffith, Convention Steering Committee Co-chair and Senior Director of University Communication

Most information shared today is available online, including many FAQs.

Expecting 50,000 visitors to arrive in Milwaukee in July 2020. The group includes delegates, but most will be media and organizers.

Subcommittees were formed to address various items relative to activities: Academic (chair: Dr. Sarah Feldner), Communications (chair: Dave Murphy), Facilities (chair: Lora Strigens), Operations (chair: Jean Dole), and Security (chair: Chief Edith Hudson).

Focusing on how we can maximize once in a lifetime opportunity for the students.

In progress:
- Working to market our residence hall and event spaces on campus; ELT determined that revenue generated will go to student scholarships.
- Dr. Feldner’s subcommittee is working on classes; suggesting that classes meeting that week might be held at alternative sites or through alternative formats; might also consider taking advantage of Session 51 to allow for different timing of class meetings.
- Info sessions for students to learn about opportunities to volunteer, etc. were well attended. Career Services is hosting those opportunities on HandShake; students are familiar with accessing similar information on HandShake.
- Funds are available for faculty that are interested in doing programming or course enhancements; these efforts are also coordinated through Dr. Feldner.
- Many are asking when the Secret Service will determine the security perimeter. Won’t know this until January at the earliest, but quite probably won’t extend into campus. There may be a soft perimeter along I-43 so Straz Tower might be affected. Will share full information when it is available.
- Also being asked about credentials for faculty who have expertise; that is handled by the DNC.
- MUPD visited Cleveland State (which is near where the RNC was recently held) earlier this year to ask about security, traffic route changes; safety and security committee are meeting regularly.

Questions/Discussion:
- Q: How are we working out the time that staff might (or might not) want to take off during this period?
  - A: HR and a group are working on this; alternative work options (work from home, etc.) are being considered.
- Q: Who can faculty chat with about students being at the convention, etc.?
  - A: These conversations can start with Dr. Feldner.

IX. Presentation on Diversity, Equity and Inclusion Campus Plan – Dr. William Welburn, Vice President for Inclusive Excellence

Would like to meet with Academic Senate twice each year; once would be as a “state of the campus” presentation and the second as a listening session.
Current diversity plan is to create a culture of inclusion and will take us across this year with an eye to the next couple of years.

Culture of inclusion objectives are:
- A diverse and inclusive community of students
- A diverse and inclusive community of faculty and staff committed to our mission
- Diverse and inclusive learning and scholarship
- A community that values, respects, welcomes and promotes a sense of belong and boldly models a commitment to equity diversity, and inclusivity.
- Engage diverse communities beyond the boundaries of our campus.

Culture of inclusion will be framed by:
- HSI report and recommendations
  - HSI focus is about how we get students here and the fundamental shift in the institution.
  - Enrollment stats look good, but our diversity across specific groups is not necessarily great; we are woefully low with African American students. These stats do not include international students.
- We are ALL Marquette: a 3-year plan
  - Create a diverse community of learners. Looks at how we not only attract students to come to Marquette but also what we do to make Marquette special for them once they are here. Students who engage thrive better than students who don’t.
  - Create a diverse faculty and staff
    - Adopted a campus-wide faculty search and hiring protocol was passed by this body. Departments are using it and are submitting data for review.
    - Doing workshops and training sessions to improve capacity of search committees to attract people.
    - Addressing implicit bias to be certain we are putting our best feet forward as we meet candidates.
    - Create pipelines for women and people of color who are underrepresented among faculty, staff and administrators.
    - Reviewed FELOS participants: 70% are women and faculty of color. Need to continue these kinds of work.
    - Need to support efforts across campus (e.g. revisions in the Core, programming, Office of Institutional Diversity and Inclusion Faculty Fellows – in the 2nd year of this program); support for faculty hires and inclusive teaching grants; greater participation of women faculty in leadership development.
    - Have been able to support faculty hires from time to time with funds from Office of Inclusive Excellence.
    - Jacki Black and William Welburn are working with creating teaching plans that are truly inclusive.
    - Faculty diversity: when break down into certain groups, we really see some highs and lows. Efforts from 2015 seem to have increased faculty of color in certain areas.
    - Must be mindful that women of color on campus are somewhat isolated; we need to work aggressively to change that.
  - Create a welcoming and inclusive community
    - Are incentivizing inclusive innovation – Jeanne Hossenlopp has affixed an inclusion plan into the innovation call for proposals into the future
    - Make shifts in campus culture. Would like to see all units on campus responsible for creating a diversity plan. Need to know the plans, college by college. Can only see how things are going in these areas if we have plans that are written and reviewable.
    - Physical spaces should be enhanced! Several blank walls on campus – we should be encouraged to re-think how we use our spaces!
    - Leadership is having conversations with all populations.
- MU Campus Climate Study planned for February 2020. Are currently going through preparation process – we need the help of everyone to do this!
  - Have a much more robust survey instrument than what we had before. Should lead to richer data analysis. Plan to release that data to the campus; plan to get people together in groups on campus to discuss and make plans. Much of information/data from the last climate study has been used to establish better programs and environment.
- Questions/Discussion:
  - Q: As we talk about being an HSI campus are we doing anything for DACA students?
    - A: Task force on DACA students established to help address issues. University has a very affirmative commitment to this issue. Biggest challenge is to keep the students in place, financially. Need to sensitize our campus to the needs and issues of DACA students; Jacki Black added that have had a student
discussion group through the Center for Engagement and Inclusion.

• Q: Timeline and next steps for college and unit diversity plans?
  ▪ A: College will be able to reflect on the experience and plan; will review and seek ways in which all colleges and units can be encouraged and supported by all of university leadership to make this happen. Hoping to pick up the diversity plan of any unit and find common elements. By end of spring 2021, this campus would have a set of diversity plans reflecting all major divisions and colleges.

• Q: At the college level, are you aware of data at other institutions that could be mapped back?
  ▪ A: University of Michigan has put a lot of money behind theirs, but they built accountability throughout campus. All colleges are accountable for showing how (not only what their faculty diversity is), but also showing what the plans are. With better data, can see what the resources are that are needed. The data would allow us to hold ourselves and our leadership accountable for finding the resources.

• Q: We just heard about tuition increases, which will be an additional barrier for achieving HSI campus. In what ways, in resources and deed, do we plan to address our commitment?
  ▪ A: Latinx students discount rate was substantially higher this year than it was for other groups. Some resources were diverted to shape that class a bit. We will continue to create the spaces necessary to meet that commitment but we must also remain fiscally solvent. Is ongoing and we review it regularly. If we can get substantially more applications and if we can get more students that are paying higher tuitions, then more funds are available for us to shift to our diverse recruits. William Welburn added that we must aggressively raise funds for these areas. Future demographics are right in line with Marquette becoming an HSI. Getting other students, especially African American students, will be important as well. With African Americans there is a bigger challenge as many African American students are leaving the region, but that doesn’t mean we can’t do better to attract them to Marquette.

• Q: What efforts are being made to retain our current faculty and staff and improve the environment.
  ▪ A: Shifting resources can be effective; it is a challenging climate on campus – some work has been done such as the YWCA workshops that were provided. Can address the climate by trying to address the environment and make changes. One of the reasons for doing this presentation is to promote the conversation that is taking place in various units, etc. That is a challenge to all faculty.

• Q: Are there resources being directed from the Office of the Provost to move the needle forward?
  ▪ A: Yes. Dr. Welburn has created a plan and resources are being used to move that plan forward. Recruitment/retention of students, and faculty, and creating an inclusive environment on campus.

  o Senate will invite Dr. Welburn to join a meeting again in the spring.

X. Report on results of the Employee Engagement Survey – Ms. Claudia Paetsch, Vice President of Human Resources
  o Sharing outcomes of data that was gathered in the spring 2019.
  o Many have seen the rowboat graphic of engagement. Spring survey showed that at Marquette, 34% are rowing the boat; 52% are just along for the ride; 14% are actively disengaged.
  o In general, engagement is lower for higher education than other industries.
  o 72% strongly agree or agree that Marquette is a great place to work and they are engaged; 79% believe they feel valued by their supervisors and co-workers.
  o Shared university-wide information on things that are going well and areas for improvement. Results specific to each department will be shared with the departments.
  o Leadership must commit to follow-up action with everyone; this looks different in all departments.
  o Timeline for upcoming actions:
    • Sharing department level results (as long as there were 10 respondents) between now and February 1
    • Asking deans and VPs to meet with teams in their departments to:
      ▪ Identify engagement priorities
      ▪ Create action plans
      ▪ Submit 1 to 2 action items for your department to your ELT member
  o Student success is really tied to faculty and staff engagement.
  o Discussion/Questions
    • Q: Given that we just had a lovely presentation on diversity, how are all of these things going to address some of those diversity challenges?
      ▪ A: Wendy is part of diversity team and climate study. HR is a team member to address diversity. All those things must be interwoven. Collaboration, etc.
    • Q: Part of the reason universities show up so poorly is because universities are different than the corporate environment survey designed for. Faculty engagement is different from staff engagement because faculty

UAS, November 18, 2019
engage primarily with students!

- A: One statistic addresses response rate. Faculty response rate was 32%; overall rate was 45%. 45% is great for higher education. Are working on the faculty – four out of ten professors say they don’t get feedback from their peers on a regular basis. Are working on questions that are more directed to faculty/student engagement.

- Q: Engagement with respect to the work, the university goals? What is engagement?
  - A: Engagement comes through in a couple of places – do you have the resources, do you feel like you are working with people who care, are you working with people who appreciate your work. Feedback is one aspect, but it also goes to many questions that are embedded in the survey.

XI. Update on search for Dean of Arts and Sciences – Dr. Rosemary Stuart, Chair, Dean of Arts and Sciences Search Committee

- Search is lagging provost and CoBA dean searches by about a month. Handout provided detailed information.
- Committee is representative across the college and is hard-working; are a pleasure to work with.
- Discussion/Questions
  - Q: Is search committee happy with the pool?
    - A: Yes, so far. Strong pool with excellent candidates.
  - Q: Will faculty have an opportunity to meet with candidates?
    - A: It is a closed search, but finalist candidates will meet with representatives of faculty and with department chairs.

XII. Introduction of Chief Information Officer Laurie Panella and Articulation of Priorities for AY2019-20

- Priorities set based on what she has heard from deans, department heads, staff, administration.
- Reaching out to faculty to help her understand what is needed to build a strategy. She can’t decide on her own what we need – she must know what success means to everyone.
- Helping move toward more data-based decision-making; building data warehouses.
- Security – must have balance between academic freedom and securing the environment. Cyber criminals are smarter every day. Cyber security is a priority.
- Service Excellence – addressing gaps in service. ITS currently working on approximately 130 new initiatives; is a very large number for an organization of the size of our IT department.
- Instituting a student technology fee in order to address fiscal responsibility.
- Partner with IT professionals in the colleges.
- Shared the priorities, noting she has been here 90 days and will continue to listen!
- Discussion/Questions
  - Q: Good to hear that you are not interested in consolidation; are you looking at things ITS is currently doing that could be pushed back out to the units? Having gone to a centralized IT, what do we really need IT to do and what things can be parceled back out to the colleges or other areas?
    - A: Everything is on the table as we look at what makes the organization most successful. Don’t want to do this in a silo. Changes will be made with leadership and involvement from everyone.
  - Q: Need more campus-wide licenses. Really impacts the library because students want to use outside their colleges.
    - A: Asked committee on academic technology “what are your three major pain points.” Student commented on difficulty in having to go different places to use different technology.
  - Q: Computer Replacement Program – was that discussed as one of the pain points? Any consideration of “bring your own equipment?”
    - A: Are seeking a director of support services that has experience in CRP, with bring your own device, etc. Remember that it took a while to get here and will take a while to fix it.
  - Q: CRP program does not necessarily address systems that are robust to synthesize data; start-up money is often used originally to provide more robust equipment. CRP replaces with lesser equipment and/or requires money from department again (after start-up costs have made original investment). Can CRP address?
    - A: First she has heard this. Will be important to folks to come to the table and provide this information.
  - Q: Ability to do remote presentations has gotten worse in last couple of years. Important to have folks assist with integration of systems in many areas.
    - A: Thanks to all for this and any future feedback.
XIII. University Board of Undergraduate Studies – Dr. John Su, Vice Provost for Academic Affairs  

Motion to approve: Proposal to revise academic program approval guidelines  
  o Revise the definition of “concentration” – currently defined as 3 or more courses within a specific major. Could a student in one major take a concentration under a different major?  
  o Comes to Senate with unanimous approval from UBUS.  
  o Discussion/Questions  
    • Q: Are these pre-defined concentrations?  
      ▪ A: Yes  
    • Q: Would these be interdisciplinary clusters that have been pre-approved?  
      ▪ A: Would have all been approved by department, college, UBUS.  
    • Q: Does a major HAVE to make a concentration available to students?  
      ▪ A: Unit could restrict students from taking specific courses which would, in effect, limit the availability of a concentration.  
    • Q: Are concentrations only available in specific majors?  
      ▪ A: Concentration is in a focused area within a major.  
    • Q: Is this common at other universities?  
      ▪ A: There is no national requirement or standard.  

Passed by unanimous voice vote with no abstentions.

XIV. Workgroup discussion on shared governance  
  o Due to time constraints, this item was postponed to a future meeting.

XV. Adjourned at 4:53 p.m.  
  o Motion to adjourn: Dr. Tim Melchert  
  o Second: Dr. Heather Hathaway  
  o Passed by voice vote  

Respectfully submitted,
Mr. Bruce Boyden  
UAS Secretary

The next meeting will be Monday, December 9, 2019 at 3:00 p.m. in AMU Ballroom CD.