MARQUETTE UNIVERSITY
University Academic Senate Minutes
November 20, 2023
3:00 – 5:00 p.m.
AMU Ballroom and Teams

Members present: Dr. Allison Abbott, Dr. Kimo Ah Yun, Dr. Manoj Babu, Dr. Stephen Beall, Ms. Valerie Beech, Dr. Abir Bekhet, Dr. Jill Birren, Ms. Rebecca Blemberg, Dr. Heidi Bostic, Dr. Joseph Domblesky, Dr. Paul Gasser, Dr. Jill Guttormson, Dr. Kristin Haglund, Dr. Manal Hamdan, Mr. Tim Houge, Dr. Yasser Khaled, Dr. Andrew Kim, Ms. Kelly Kobiela, Dr. Mark Konewko, Ms. Ryan Lardner, Mr. Alex Lemann, Dr. Anthony Pennington-Cross, Dr. Bryan Rindfleisch, Dr. Philip Rocco, Dr. Christopher Stockdale, Mrs. Kristi Streeter, Dr. Rosemary Stuart, Dr. John Su, Dr. Kris Thomas Dreifuerst, Dr. Dave Wangrow, Mrs. Lisa Weber, Ms. Karli Webster, Dr. Doug Woods

Members not present: Dr. Lars Olson, Mrs. Connie Petersen, Dr. Scott Reid, Mr. Zac Walton, Dr. Miao (Grace) Wang,

Guests: Ms. Julie Bach, Dr. Edward Blumenthal, Dr. Gerry Canavan, Dr. Yoon Choi, Dr. James Gardinier, Dr. Jeanne Hossenlopp, Dr. Cindy Petrites, Dr. Amber Young-Brice

I. The Chair observed a quorum and called the meeting to order at 3:01 pm.

II. Reflection given by Dr. Kristi Streeter.

III. Approval of October 16, 2023 and November 6, 2023 minutes (Att. Illa and Att. Illb)
   o Motion to approve minutes: Senator Woods
   o Second: Senator Wangrow
   o Passed without objection.

IV. Chair’s Report – Dr. Chris Stockdale
   o Reminder that we will be reviewing the draft proposal for creating a new school / college at the next senate meeting. Please review the material and be prepared for that discussion.
   o I have been involved in quite a number of conversations regarding the strategic plan, and I would like to thank everyone for their valuable input during this process.

V. Vice Chair’s Report – Dr. Scott Reid
   o No report

VI. Secretary’s Report – Dr. Bryan Rindfleisch
   o No report

VII. Provost’s Report – Dr. Kimo Ah Yun, Provost
   o CoBA Dean search update: A slate of finalists was on campus last week to meet with campus stakeholders. I am meeting with the committee next week when we will be discussing the visits and reviewing the candidate surveys. I am hopeful that within the next couple of weeks, we will have the new dean identified.
   o I had previously met with department chairs regarding the strategic plan, and we discussed what they understand to be the defining characteristics of Marquette University. Last week we had a follow-up conversation to discuss the process of how faculty lines are requested and hired; I feel good about the work we need to do to further refine that. In the near future I will be putting together an outline of dates, a common template, and the process by which the chairs submit to their requests to the dean and the dean submits to me. I think this will be a good way for us to get clarity on the process.
   o Incubator program: This is my regular reminder that we have a very successful incubator program with resources
available for growth opportunities and to invest in our TT faculty; Nursing is a good example of this. New programs are available for investment, so please work with your department chairs, dean, and Doug Woods.

VIII. Presentation on Inaugural Marquette Participating Faculty Symposium – Dr. Manoj Babu and Dr. Melissa Shew (Att. VIIIa and Att. VIIIb)

Dr. Babu:
- This inaugural symposium represents the first attempt for participating faculty to organize such an event such. We have quite a diverse slate of programs, so please join us. Everyone is welcome to attend. We anticipate that next year’s event will be even bigger and better.
- Much appreciation is extended to Melissa Shew and CTL, the College of Health Sciences, and a number of other individuals who contributed greatly to this event.

IX. University Board of Graduate Studies – Dr. James Gardinier, Chair, University Board of Graduate Studies (3:35 to 4:00)

Motion to approve: Master of Science in Applied Psychology Data Analytics (Att. IXa)

Dr. Gardinier:
- This program is intended to begin in 2024 and is attractive to employers in numerous fields. Market analyses done by Gray Associates saw a good potential for growth. There are a number of applied psychology programs in the area offered by other institutions but are not necessarily comparable. The proposed program is expected to be in the black by the third year (~25 students/AY), and about half of the students are expected to be direct entry. A sunset clause of 2028 (or net loss of 3+ years) has been included. This program was approved unanimously by UBGS.

Discussion/Questions:
- Q/Comment: Senator Wangrow – it appears you are not creating any new analytics programs. Has there been any discussion about how this will dovetail or is different from the Masters of Analytics in COBA? I don’t see a problem since no new analytics courses are being created.
  - A: Dr. Woods – I know there was a reach out to Gary regarding elective courses. As far as the business analytics courses, I don’t specifically know.
- Q/Comment: Senator Stuart – All the psychology classes would be new. Would there be sufficient faculty bandwidth to cover these courses?
  - A: Dr. Woods – This is a good question since there will be new psychology courses offered. There will be a new professor of practice position covered by the incubator program. But between the existing faculty and this new position, the courses would be covered.

Motion to approve is not required since it comes from a standing committee.
- Vote by show of hands (in-person and online).
- Motion Passed. One abstention from Senator Woods, and no objections.

Motion to discuss (to be voted on next meeting): Career Skills Core Requirement for Ph.D. programs (Att. IXb)

Dr. Woods:
- The target for this to be enacted is Fall of 2024, and it has been a two-year project to date. Thank you to the faculty who have participated in this program building.
- Endorsement by UBGS with 9 yes, 1 no, and 2 abstentions.
- The catalyst for this was the book The New PhD: How to Build a Better Graduate Education. Some reading groups were held, and we decided to explore the issue with a volunteer workgroup. Other statistics that guided us are that half of students who enter PhD programs do not finish, the troubling academic job market, career shifts are common, and core skills that cut across disciplines are desired but not commonly taught in PhD programs.
- Stakeholder surveys and listening sessions were conducted. There was general support for the idea, but there was also a desire for faculty flexibility and to keep the burden of paperwork low for both instructors and students.
- The proposed bulletin language is reviewed in addition to student applicability, how offerings will be tracked, activities approved, and goals met. Departments do not have to create anything new if they do not want; they can utilize the centralized offerings.
Discussion/Questions:
- Q/Comment: Senator Stockdale – Any concerns from UBGS?
  - A: Dr. Woods – The biggest concern was that it should not be required.
- Q/Comment: Senator Beall – Since there will be extra hoops created to jump through, what do you perceive to be the problems at Marquette, and how do you expect those to be fixed?
  - A: Dr. Woods – The concerns mentioned are not specific to Marquette but are rather national concerns.
- Q/Comment: Senator Bostic – I am very supportive of this initiative. I wonder if we can use the word ‘competencies’ instead of ‘skills’?
- Q/Comment: Senator Babu – Is this the normal trend for other schools as well?
  - A: Dr. Woods – We are trying to do something different than what is being done nationally. We want to be on the forefront of this. Other schools have not been able to advance the program as far as we have gotten (presenting in front of Academic Senate). Perhaps individuals at other institutions consider it threatening to PhD programs?
- Q/Comment: Senator Guttormson – I like the word competency, but it is tricky to say someone is competent after one course in DEI. Have you talked about evaluation of the program for expansion?
  - A: Dr. Woods – The expansion would be choosing from existing courses.
- Q/Comment: Senator Wangrow – Where is the advisor in these scenarios?
  - A: Dr. Woods – You would be shocked if you had heard some of the stories. This is not unique to Marquette. Students were afraid to go to their advisors because they were afraid of losing their research funding; that is why we included the career discernment piece.
- Q/Comment: Senator Abbott – Fellowship panels like “Individual Development Plan” do occur in NEH. Do you see creating a framework where these skills can be built upon?
  - A: Dr. Woods – We have had discussions with Business. Project Management is one area; Bridge to Business is a good example of this too.
- Q/Comment: Senator Su – I would strongly encourage us to build in assessment pieces right from the beginning because HLC will see these as learning outcomes.
  - A: Dr. Woods agrees.
- Q/Comment: Senator Stockdale – How heavily are you going to involve Dr. Navia’s office in the DEI portion in order to confirm that goals are being met?
  - A: Dr. Woods – Jacki Black and Tracy Sturgal are working on this. We are trying to look at how the departments will submit to the Graduate School for review.
- Q/Comment: Senator Stockdale – We will be voting on this at the next meeting.

X. University Board of Undergraduate Studies – Dr. John Su, Vice Provost for Academic Affairs and Student Success

Informed on decision: Change to undergraduate Bulletin graduation residency requirements: shift in minimum number of upper-division credits that must be completed at Marquette (Att. X)

Informed on decision: Change to undergraduate Bulletin residency requirements: shift in final number of credits needed to be completed at Marquette for undergraduate degrees (Att. X)

Informed on decision: Change to undergraduate Bulletin graduation residency requirements: clarification of minimum number of upper-division credits that must be earned that are unique to each degree program (Att. X)

Dr. Su:
- Changes to upper division credits from 32 to 24.
- A minimum of 32 upper division credits must be earned that are unique to each degree program.
- At least 30 of the final 36 credits must be completed for a Marquette undergraduate degree.

Discussion/Questions:
- Q/Comment: Senator Abbott – Why did we initially switch the credit completion requirements in the first place?
  - A: Dr. Su – That preceded my time, but it seems it may have been related to flexibility for the students.

XI. Strategic Plan Discussion

Dr. Hossenlopp:
Dr. Hossenlopp offers a reminder of where we started last year and advises that we are following the workplan as presented last spring. An overview of November’s strategic plan process was given.

Dr. Ah Yun:
- Review of next steps, including approval of framework and priorities by BOT in early December followed by the implementation stage.
- We will continue to engage the campus community to make sure this is a strategic plan we feel comfortable with.

Dr. Hossenlopp:
- Review of Thriving Students and the focuses on Student Success and creating holistic experiences. Objective three is completely changed based on feedback from campus community. Examples of metrics and targets are discussed.
- We do point back to Thriving Students objectives in the Healthy Campus theme.
- Metrics and targets include updating the master plan for the campus, increasing scholarship aid, and maintaining a 3% operating budget margin.
- Care for the World includes balancing our commitment to Milwaukee and expanding that beyond the city. Faculty wanted to focus on cross-disciplinary activities.
- Metrics and Targets examples include current goal of $50M in R&D by FY26. We are getting close, so the goal will need to be re-examined. How many research communities should we have?

Dr. Ah Yun:
- How can UAS and committees continue to collaborate as we move into implementation of the new plan?

Discussion/Questions:
- Q/Comment: Senator Beall – Is this what will be presented to BOT? When will it be shared with campus?
  - A: Dr. Hossenlopp – Yes, this is what will be presented to BOT.
  - A: Dr. Ah Yun – What is presented today is the framework that will go to the BOT. There may be minor modifications but no major changes. We will share it with campus at some point but there is no exact date.
- Q/Comment: Senator Stockdale – Just a reminder that the meeting is recorded, so it will be publicly viewed.
  - A: Dr. Hossenlopp – Program ideas will likely not be shared with external groups due to competition concerns.
- Q/Comment: Senator Wangrow – I think the first theme looks really good. The second theme looks OK, but transparency is still an issue with the 3% board mandate (questions remain about how it is spent). The third theme regarding cross-disciplinary research and metrics needs additional work.
- Q/Comment: Senator Rocco – I echo some of the sentiments that Dave has mentioned. I also noticed a lot of good changes; however, shared governance is not in this plan, and there is no transparency regarding the 3%. I believe we should be updated on those items. Recruitment and retention of faculty should be addressed as well as transparency and shared governance.
- Q/Comment: Senator Stuart – I am relieved to see these changes; it makes a huge difference. I echo Phil’s comment about faculty recruitment and retention as well as need for diverse faculty. The next stage is setting up steering committees, so how will the individuals be identified and recruited for this process?
  - A: Dr. Ah Yun – We will be discussing this with UAS EC; it will be similar to the process for Beyond Boundaries.
- Q/Comment: Senator Abbott – With regard to the Healthy Campus theme, why is sunsetting programs mentioned as a priority? What is the intention? It feels threatening. 2) How do we align resources with a healthy campus? Closing equity gaps is mentioned. Can you talk about this process?
  - A: Dr. Ah Yun – When reviewing programs, we need to identify how to audit them. As we grow/strengthen programs, we need to ask how to develop resources to support them. At what point do we need to sunset and evolve a program into something else? 2) Three things re: resources – a) There are opportunities to grow programs (this is the Incubator program is frequently mentioned). b) Fundraising is another resource to keep tuition manageable. C) Internal reallocation requires is to recognize where do we have greater demands and ask how can we shift internally. For example, student success used existing lines. When we stop doing the things that are no longer serving us, where can we then reallocate those resources?
• **Q/Comment:** Senator Stockdale – Regarding TT vs NTT and research expectations, where do we address this balance in the plan?
  ▪ **A:** Dr. Ah Yun – **This is the conversation that we have annually regarding R2 programs and staying in line with that. Alix assists with this. We should have conversations about our priorities and how they fit within it. This is one of the conversations I’ve had with the department chairs as well. It is complex.

• **Q/Comment:** Senator Stockdale – Where do we see reevaluating how we staff/fund the CORE?
  ▪ **A:** Dr. Ah Yun – **This is in the Thriving Students theme. Yes, this is a conversation we need to continue to have because the CORE is the foundation of the university.**

• **Q/Comment:** Senator Gasser – The strengthening of the university is identified by where resources are put. Because the CORE makes Marquette distinctive and draws in students, the resources need to be put there; and the plan needs to specifically state that. In its current form, it does not.

• **Q/Comment:** Senator Beech (Chat) – Will there ever be a teaching-track for faculty? I.e., a track formally recognized with more stability and good remuneration. Contracts that are for more than one semester?
  ▪ **A:** Dr. Ah Yun - **There is a committee looking at this. Is it more important that we have more faculty for our core or NTT or....? If there are programs that we should pour resources into, we should discuss that.**

• **Q/Comment:** Senator Rocco – Do you see the strategic plan as being aspirational at this point?
  ▪ **A:** Dr. Ah Yun – **Yes, it is a blueprint with goals that focus on student wellness. The research area is also aspirational as we lean into our mission, particularly the sustainability part. Lastly it is inspirational because we are going to continue to grow and push the boundaries with important focuses such as mental health programs.**

• **Q/Comment:** from the floor – We had a conversation the other day about new R1 definitions. Does this inform what we are doing?
  ▪ **A:** Dr. Hossenlopp - **The new threshold for R1 will be much simpler than in the past with only two metrics: institutions that award 70 PhDs within a calendar year, and $50M in R&D expenditures. In FY22, we reported $46M. We are running ahead of that now and $50M seems very attainable. The awarding of 70 PhDs was attained last year, but we have been below that in other years. The question for me is are we doing the right thing by our students (rather than chasing a number)? There is no language in the plan that dictates we should be an R1 vs R2.**

Senator Rocco makes a motion for the strategic plan to include a culture of shared governance and transparency. There are positive changes that have been made, but Healthy Campus as a theme will not mean much without an objective of shared governance and transparency.

Second by Senator Beall.

• **Q/Comment:** Senator Wangrow – I am less in support of adding shared governance because of the vague definition. Transparency should be added if we are expected to be good stewards of resources.

• **Q/Comment:** Senator Bostic – We should look at the stars rating system for sustainability for healthy governance structures.

• **Q/Comment:** Senator Wangrow – There is a 3% fund and a question as to how that money is spent.

• **Q/Comment:** Provost Ah Yun – In the faculty handbook there is a commitment to shared governance. It would be helpful if this group would address what might be different than what is in the handbook.

• **Q/Comment:** Senator Rocco – there are a lot of things in the plan that programmatically we already do such as the 3% set-aside. If we care about shared governance, then we should include it as a priority.

• **Q/Comment:** Senator Kobiela – What are the objectives for shared governance? I think that adding this in becomes problematic.

• **Q/Comment:** Senator Stockdale – I think having shared governance included is a good thing to reflect the continued faith and growth in the process.

• **Q/Comment:** Senator Woods – While I appreciate the motion, I have to think that by adding this as a priority, it makes it seem there is a significant deficit. I don’t believe that is the case. What are we hearing about the feedback from campus?
  ▪ **A:** Dr. Hossenlopp - **We have seen comments about shared governance in the feedback.**
  ▪ **A:** Senator Abbott – **It has come up in written feedback and discussions, but I cannot say at what level. There has been a lot of improvement in shared governance but having it as a stated priority would go a long way for building trust. I am not sure that we are achieving what is in the handbook.**

• **Q/Comment:** Senator Stockdale – We talk about student success as a priority, but that is not to say we are terribly deficient; rather I would say that we are identifying it as an area of growth.
• Q/Comment: Senator Rocco – It is a position of this body regardless of what comments have or have not come in.
• Q/Comment: Senator Kris Thomas – I am pleased with how far the plan has come in the last month; however, this piece about faculty is important.
  o Motion language per Senator Rocco: It is the sense of UAS that the Strategic Plan should include a priority for fostering a culture of shared governance and transparency.
  o Vote by show of hands (in-person and online).
  o Motion Passed with 17 voting in favor. Abstentions are Senators Pennington-Cross, Su, Woods, Stuart, and Guttormson. Opposed is Senator Kim.

• Q/Comment: Provost Ah Yun - Is the resolution part of the preamble? Or should it specifically be addressed as a priority?
  ▪ A: Senator Rocco – The idea is that it is a priority under a specific objective.

XII. Adjourned at 5:03 p.m.
  o Motion to adjourn: Senator Wangrow
  o Second: Senator Birren
  o Passed without objection.

Respectfully submitted,
Dr. Bryan Rindfleisch
UAS Secretary

The next meeting will be Monday, December 11, 2023, at 3:00 p.m. in AMU Ballrooms C/D and Teams.