

**Bradley University Senate
Agenda
Eighth Regular Meeting of the 2012-2013 Senate**

3:10 P.M. May 8th, 2013
Michel Student Center Marty Theater

- I. Call to Order
- II. Announcements
- III. Approval of Minutes
 - a. Seventh Regular University Senate Meeting, April 18th, 2013 (pages 5-9)
- IV. Reports from Administrators
 - a. President Glasser
 - b. Provost Glassman
- V. Report from Standing Committees
 - a. Committee on Curriculum and Regulations
 - i. Major Modification
 - 79488 ATG Accounting: Accounting 3:2: Accounting with internal auditing concentration
 - 76071 BUS Undecided Business
 - 81911 ECO Economics
 - 83642 FCS Foods, Nutrition, and Wellness
 - 84227 I M Interactive Media
 - 88651 SOC Sociology
 - ii. Minor Modification
 - 74469 BUS Business Administration
 - 77022 ENG Creative Writing
 - 84232 FCS Family and Consumer Sciences
 - 79482 MTG Professional Selling
 - 88652 SOC Sociology
 - iii. Concentration Modification Split English Jobie will handle MTG
 - 74065 ENG Creative Writing
 - 79481 MTG MTG Professional Sales
 - 79483 MTG Global Supply Chain Management

iv. Program Modification

79476 BUS Foster College of Business Administration 62 Nonbusiness
Hours Graduation Requirement

v. Course Addition

81889 BIO BIO 230 Human Anatomy and Physiology I (Lecture)
81874 BIO BIO 231 Human Anatomy and Physiology Laboratory I
81891 BIO BIO 232 Human Anatomy and Physiology II (Lecture)
81875 BIO BIO 233 Human Anatomy and Physiology Laboratory II
81893 ECO ECO 355 Supply Chain Economics
77453 ENG ENG 403 Advanced Creative Nonfiction Workshop
77019 ENG ENG 408 Advanced Fiction Workshop
84320 FCS FCS 173 Lodging Operations
84691 FCS FCS 462 Community Wellness Practicum I
84692 FCS FCS 463 Community Wellness Practicum II
77258 MTH MTH 336 Theory of Interest
76073 MUS MUS 360 Introduction to Recording Arts and Sciences

53904 BIO BIO 505 Topics in Bioethics
77455 ENG ENG 509 Intensive Screenwriting Workshop
79466 ENG ENG 510 Intensive Fiction Workshop
82320 IDP COM 409 Advanced Screenwriting Workshop
77454 IDP ENG 409 Advanced Screenwriting Workshop

vi. Course Modifications

83644 AAS AAS 200 Introduction to African-American Studies
62933 ART ART 214 Beginning Sculpture II
81910 ECO ECO 498 Senior Seminar in Economics, Part I
77020 ENG ENG 407 Advanced Poetry Workshop
83158 FIN FIN 423 Advanced Business Finance
77015 IME IME 422 Manufacturing Quality Control

77445 ENG ENG 503 Intensive Creative Nonfiction Workshop
79465 ENG ENG 507 Intensive Poetry Workshop

vii. Course Deletion

81879 BIO BIO 203 Human Anatomy and Physiology

- b. Regulations and Degree Requirements
 - i. Academic Calendar for 2016-2017 (pages 10-12).
- c. Graduate Executive Committee
 - i. Program Modification
 - 84214 BUS Executive MBA Program
 - 65068 BUS Masters of Business Administration
 - 79489 ENG M.A. Program in English (Writing Emphasis)
 - ii. Course Modification
 - 84215 BUS BUS 623 Scanning the Environment
 - 84218 BUS BUS 653 Strategic Positioning & Maximizing Performance
 - 84219 BUS BUS 658 EMBA Topics
 - 84307 P T P T 650 Clinical Education I
 - 84308 P T P T 710 Clinical Education II
 - 84309 P T P T 800 Clinical Education III
 - 84310 P T P T 850 Clinical Education IV
 - 84311 P T P T 860 Clinical Education V
 - iii. Course Deletion
 - 84216 BUS BUS 641 Dealing With Problem People
 - 84217 BUS BUS 643 Team Building
- d. Annual Reports from Standing Committees
 - i. Admissions and Retention (page 13)
 - ii. Affirmative Action (page 14)
 - iii. Continuing Education and Professional Development (page 15)
 - iv. Contractual Arrangements (page 16)
 - v. Curriculum and Regulations (page 17)
 - vi. Elections (pages 18-19)
 - vii. Faculty Grievance (page 20)
 - viii. Honorary Degrees (page 21)
 - ix. Retirement Advisory (page 22)
 - x. Sabbatical Leave (page 23)
 - xi. Strategic Planning (page 24)
 - xii. Student Grievance (page 25)
 - xiii. Tenure, Promotion & Dismissal (page 26)
 - xiv. University Resources (page 27-29)

VI. Unfinished Business

- a. Proposed Faculty Handbook Changes – see pages 30-34.

VII. New Business

VIII. Other Business

a. Report from Student Senator

IX. Adjournment

Bradley University Senate
Minutes
Seventh Regular Meeting of the 2012-2013 Senate
3:10 P.M. April 18th, 2013
Michel Student Center Marty Theater

- X. Call to Order

- XI. Announcements
 - a. Please sign the attendance sheet.
 - b. Slight modification to the agenda, Handbook Changes 1-5 for consideration. Items 6-7-8 have been forwarded to appropriate administrators after receiving advice from appropriate advisory committees.
 - c. the new senate seats will be filled at the May Senate Meeting

- XII. Approval of Minutes
 - a. Sixth Regular University Senate Meeting, March 28th, 2013 (p. 13-17)

Approved by General Consent

- XIII. Reports from Administrators
 - a. President Glasser
 - i. as of today, the campus has not encountered any flooding during the recent storms
 - ii. for the safety/security/welfare of our students/faculty/staff, please be vigilant and aware of our campus surroundings
 - iii. the Senate Resources Committee Annual Report will be filed today
 - 1. improving our financial profile will come from a combination of revenue enhancement and expense cuts
 - 2. resources/priorities must be realigned in a feasible, practical manner
 - iv. President Glasser thanked everyone who assisted in our recruiting process
 - 1. our faculty continue to be our best recruiters
 - v. University endowment stands at 264 million (March 31, 2013)
 - vi. Please go out and support our 39 time champion Forensics Team this weekend
 - vii. President Glasser thanked all the faculty/staff for the hard work this semester

- b. Provost Glassman
 - i. The General Education Initiative continues to move forward
 - 1. Steering Committee letter sent to faculty today
 - 2. learning outcomes were identified/suggested
 - 3. models were recently revealed
 - 4. Steering Committee will reveal multiple models in Fall 2013
 - 5. faculty participation has been outstanding (very high percentage)
 - 6. the committees have made incredible progress
 - 7. ideally, the new initiative/program will reach the senate by the end of the Spring 2014 semester
 - 8. the Steering Committee continues to strive to be transparent/inclusive

XIV. Report from Standing Committees

a. Committee on Curriculum and Regulations

i. Major Modification

- 81920 ETE Early Childhood - Elementary Education
- 81919 ETE Early Childhood Education
- 81923 ETE Elementary Education
- 81922 ETE Learning Behavior Specialist - Elementary Education
- 81921 ETE Learning Behavior Specialist I
1st Joan Sattler / 2nd Brian Huggins -- Approved

ii. Minor Modification

- 77450 EHS Health Minor
1st Joan Sattler / 2nd Craig Curtis -- Approved

iii. Concentration Modification

- 81877 IME Logistics & Supply Chain Engineering Concentration
- 81878 IME Systems Engineering
1st K. Krishnamoorthi / 2nd Joan Sattler -- Approved

iv. Course Addition

- 63288 C E CON 430 Commercial Construction
- 81872 IME IME 385 Introduction to Logistics and Supply Chain
Approved by General Consent

v. Course Modifications

- 82321 ART ART 225 Basic Black and White Photography
- 82322 ART ART 228 Basic Digital Photographic Imaging
- 82323 ART ART 326 Manipulated Image
- 82324 ART ART 327 Studio Lighting and Illustration Photography
- 82325 ART ART 426 Photographic Portfolio
- 82327 ART ART 427 Advanced Photographic Digital Imaging
- 82208 ETE ETE 211 Human Development from Birth to Young Adulthood and Effective Teaching Field Experience
- 82209 ETE ETE 215 Strategies for Effective Teaching
- 82210 ETE ETE 217 Planning and Instruction in Secondary Classrooms
- 82211 ETE ETE 227 Development of the Early Adolescent
- 82212 ETE ETE 228 Strategies for Middle School
- 82214 ETE ETE 230 Adapting Curriculum to Support Inclusive Environments
- 82213 ETE ETE 234 Language Development
- 82215 ETE ETE 235 Methods of Teaching English Language Learners
- 82218 ETE ETE 304 Early Childhood Novice Teaching Experience
- 82219 ETE ETE 306 Novice Teaching Experience K-8
- 82216 ETE ETE 331 Assistive Technology for Individuals With Special Needs
- 82217 ETE ETE 345 Guiding Learners: Creating Safe Learning Environments
- 82220 ETE ETE 380 Novice Teaching Experience in a K-12 School
- 82221 ETE ETE 381 Novice Teaching Experience in Music K-8
- 82222 ETE ETE 392 Novice Teaching Experience for LBSI
- 84224 FCS FCS 140 Introduction to Family and Consumer Sciences
- 80665 IME IME 445 Computer Aided Manufacturing
- 81904 LAS M S 201 American Leadership: Tradition & Change
- 81903 LAS M S 202 Land Navigation & Applied Leadership
- 81905 LAS M S 301 Advanced Leadership & Tactics I
- 81906 LAS M S 302 Advanced Leadership & Tactics II
- 81908 LAS M S 401 Advanced Applied Leadership I
- 81909 LAS M S 402 Advanced Applied Leadership II
- 74997 M E ME 308 Thermodynamics of Fluid Flow
Approved by General Consent

vi. Course Deletion

- 79467 ENG ENG 303 Autobiography
Approved by General Consent

b. Graduate Executive Committee

i. Certificate Modification

81896 EHC clinical mental health

1st Jobie Skaggs / 2nd Joan Sattler -- Approved

XV. Unfinished Business

XVI. New Business

a. Proposed Faculty Handbook Changes – see pages 4-12.

i. Numbers 1-5

1. these will stand/ferment until May Senate Meeting

ii. Numbers 6-8

1. these are provided for information only

2. these have been forwarded for Administrative Approval

XVII. Other Business

a. Report from Student Senator

i. Marti Pine reports the by-laws/constitution are currently being reviewed/revised and the student body elections have been concluded.

XVIII. Adjournment: *1st Craig Curtis / 2nd Mat Timm -- Approved*

Bradley University Senate
2012-2013
 April 18, 2013
 Attendance Sheet

FACULTY
(please initial)

Adams, Mollie	MDA	Gretz, Rick		Newton, Lee	RL
Andersh, Brad	BA	Heinemann, Steve	SH	O'Brien, Matt	LOB
Britner, Shari		Hill, Donna	D.H.	Podlasek, Bob	
Brown, Mark		Jost, Jennifer	JJ	Schweigert, Wendy	
Bruns, Laura	LB	Kelley, Andrew		Scott, Amy	AS
Bukowski, Charles		Kerr, Stephen	SK	Shastry, Prasad	
Cisneros, Adolfo		Krishnamoorthi, K.	KK	Sinha, Amit	AS
Craig, Martha		Lee, Hwa		Skaggs, Jobie	
Curtis, Craig	REC	Liu, Jiangbo	JBL	Tayari, Fred	FT
Davidson, Jeannette	JD	Lohman, Mark	M	Timm, Mat	MT
Degitz, Robert		Lozano, Jose	JL	Tippett, Steve	ST
Erickson, Deborah		Lukowiak, Twila	TL	Wiebold, Lori	WL
Etaugh, Claire	CE	McGill, Monica	MM	Xue, Larry	LX
Frazier, Meg	MF	Mehta, Paul		Young, Margaret	
Gabor, Elena		Morris, Martin	MM	Zietlow, David	
Goitein, Bernie	BR			Krainak, Paul	PK

EX-OFFICIO
(please initial)

Akers, Lex	LA	Huggins, Brian	BH
Anna, Gary	GA	Malinowski, Olek	
Bakken, Jeffrey		McAsey, Mike	MM
Beaty, Kathie	KB	Radson, Darrell	
Galik, Barbara	GB	Robertson, Stacey	SR
Galsky, Alan	GA	Ruch, Chuck	
Glassman, David	GD	Sattler, Joan	JS
President Glasser, Joanne	JG	Vickerman, Pat	VP
Huberman, Jeffrey			

STUDENTS
(please initial)

Eric Currier			
Kyle Malinowski	KM		
Marsi Pinte	MP		



April 10, 2013

TO: Dr. David Glassman

FROM: Dr. Joan Sattler

A handwritten signature in black ink, appearing to read "Joan L. Sattler".

Subcommittee on Academic Regulations and Degree Requirements

RE: Academic Calendar 2016 - 2017

The Subcommittee on Academic Regulations and Degree Requirements has reviewed the attached Academic Calendar for 2016 – 2017. The subcommittee approves the calendar for 2016 – 2017. This calendar mirrors the current calendar.

**ACADEMIC CALENDAR
2016-17**

FIRST SEMESTER

August 15, Monday	Reporting date for faculty
August 20, Saturday	Residence halls open
August 24, Wednesday	Classes begin
October 8, Saturday	Fall Recess begins
October 12, Wednesday	Classes resume
November 23, Wednesday	Thanksgiving Recess begins (no classes)
November 28, Monday	Classes resume
December 6, Tuesday	Last day of classes
December 7, Wednesday	Study Day
December 8, Thursday	Final Examinations begin
December 14, Wednesday	Final Examinations end
December 17, Saturday	Undergraduate Commencement

JANUARY INTERIM

January 2, Monday	First day of classes Classes meet Monday – Saturday
January 16, Monday	Final Examinations

SECOND SEMESTER

January 9, Monday	Reporting date for new faculty
January 15, Sunday	Residence halls open
January 18, Wednesday	Classes begin
March 11, Saturday	Spring Recess begins

2016-17, continued

SECOND SEMESTER, continued

March 20, Monday	Classes resume
May 2, Tuesday	Last day of classes
May 3, Wednesday	Study Day
May 4, Thursday	Final Examinations begin
May 10, Wednesday	Final Examinations end
May 13, Saturday	Undergraduate Commencement

SUMMER SESSIONS

May 15, Monday	May Interim I begins
May 15, Monday	May Interim II begins
NO CLASSES on Memorial Day Holiday	
June 2, Friday	May Interim I ends
June 5, Monday	Summer Session I begins
NO CLASSES on Fourth of July Holiday	
July 7, Friday	Summer Session I ends May Interim II ends
July 10, Monday	Summer Session II begins
August 11, Friday	Summer Session II ends

May 3, 2013

To : University Senate
From : Admissions and Retention Committee
Re : 2012 – 13 Report

The Admissions and Retention Committee met to discuss current trends in retention and recruitment of students. Current retention rates at Bradley University are good and reflect well on University efforts.

Respectfully submitted,

Herbert E. Kasube

Herbert E. Kasube
Chair, Admissions and Retention Committee

BRADLEY
UNIVERSITY

Matthew O'Brien
President, Bradley University Senate

May 6, 2013

Dear Dr. O'Brien,

In the Academic Year 2012-2013, the Affirmative Action Committee met once and reviewed statistics provided by Professor Nena Peplow documenting Bradley's latest diversity statistics. As our former Chair is on Sabbatical, the meeting was led by an Interim Chair, Professor Chrosniak, who subsequently went on leave. One other member is also on Sabbatical. Consequently we did not meet in the spring semester.

We have taken no substantive action in the course of this year.

Respectfully submitted,


Martha Craig
Committee member

BRADLEY
UNIVERSITY
CONTINUING EDUCATION

**University Senate Committee on Continuing Education and Professional Development
Annual Report to the Senate**

Academic Year 2012-2013

The committee met once, on March 15, 2013. Continuing Education Executive Director Janet Lange presented to the committee the initial draft of the division's revised mission and vision statements. The committee provided excellent feedback and suggestions, which were incorporated into a revised vision statement. Janet reviewed the Division's AY 12 academic report and demonstrated how Continuing Education programs connect the faculty to the community, the community to the University, and students to the community. She also highlighted programs from each of the Division's four areas of focus: Youth, Professionals, Lifelong Learners, and Conference Services. In AY 12, Continuing Education offered 224 programs with 11,305 registrations. Of these programs, 62 were new offerings. Janet shared the professional activities of the Division's staff and the Division's programmatic goals for 2013.

Committee Members

Janet Lange, Executive Director and Chair

Young Park, LAS

Ahmed Elshahat, FCBA

Winifred Anakwa, EGT

Elena Gabor, SCFA

Twila Lukowiak, EHS

Jeffrey Bakken, Dean of the Graduate School, Ex Officio

To: Matt O'Brien, President of the University Senate

From: Committee on Contractual Arrangements (Kristi McQuade, Chair; Mark Brown; Mark Gobeyn; Pratima Gandhi; Lee Newton; Robert Wolffe)

Re: Annual Report (2012-13 academic year)

Date: 3 May 2013

The following activities were performed by the Committee on Contractual Arrangements during this past academic year.

1. Met with Charles Maris (former Director of the Office of Sponsored Programs) in September to discuss possible changes to the University's Indirect Cost Sharing Policy.
2. Met with Provost Glassman in March to discuss a variety of issues related to contractual arrangements.
3. Conflict of Interest and Extra Compensation
 - Reviewing these policies. In progress.
4. Faculty Retirement Benefit
 - Collecting data from peer institutions. In progress.
 - Preliminary data suggests Bradley's 5% matching contribution is at the low end among our peers.

May 5, 2013

To: Matthew O'Brien
Chair, University Senate

From: David Glassman
Chair, Curriculum and Regulations Committee

RE: Report of Activities: 2012-2013

The Curriculum and Regulations Committee met throughout the 2012-13 academic year reviewing and approving numerous course additions, deletions and modifications, and program additions and modifications for the undergraduate and graduate curricula. In addition, the committee evaluated new general education course additions and international programs. Please review senate meeting minutes for the complete listings of all C&R curricular approvals.

The committee discussed new ways to stream-line the process of C&R activities and approvals for certain repeatable requests, such as changing a series of new prefixes or numberings that occur from major curriculum revisions within departments.

This ends our report.

Respectfully submitted,

David Glassman
Chair, Curriculum and Regulations Committee

2012-2013 Senate Elections Committee Report

Committee Members: Andrew Kelley, Stephen Kerr, Steven Tippet, and Brad Andersh (Chair)

The Senate Elections Committee conducted the following elections during the 2012-2013 academic year.

1. **Contractual Arrangements Committee-Faculty Representative** (*Mark Gobeyn was elected.*)
2. **Strategic Planning Committee - Slane College Representative** (*Paul Krainak was elected.*)
3. **Committee on Tenure, Promotion, & Dismissal** (*Chris Nikolopoulos, Celia Johnson and Chris Kasch were elected, and Susan Brill de Ramirez was elected as the alternate.*)
4. **Faculty Grievance Committee** (*David Quigg, Darcy Leach, and John Williams were elected.*)

During the 2012-2013 academic year, the elections committee continued to investigate the use of electronic resources for conducting elections. Nominations for senate standing committees were solicited via email, and the elections were performed using Qualtrics Survey software. In Table 1, faculty participation in elections for the past three years for two committees is summarized. For this period, the number of nomination forms that were returned using paper forms (2010 & 2011) or email attachments (2012) was similar. However, the number of ballots that were returned was significantly higher in 2012 when Qualtrics was used than it was in 2010 or 2011 when paper ballots were used. Based upon the increased participation when Qualtrics Survey software is used for elections, the committee recommends that senate elections continue to be conducted electronically.

Table 1: Participation Data for 2010-2012 Senate Standing Committee Elections

Forms/Ballots	Tenure, Promotion, and Dismissal <i>Forms/Ballots Returned</i>	Faculty Grievance <i>Forms/Ballots Returned</i>
2010 Nominations <i>(Paper)</i>	7	4
2011 Nominations <i>(Paper)</i>	4	4
2012 Nominations <i>(Email)</i>	4	7
2010 Ballots <i>(Paper)</i>	65	88
2011 Ballots <i>(Paper)</i>	62	76
2012 Ballots <i>(Qualtrics)</i>	108	148



May 5, 2013

Dr. Matthew O' Brien
Chair, Faculty Senate
Bradley University
Peoria, IL 61625

Dear Dr. O'Brien,

The 2013 Report from the Faculty Grievance committee this year is as follows:

The Faculty Grievance Committee has not received a formal request for investigation or complaint since our recent election to the Grievance Committee. We received one inquiry to which several of us responded.

We are willing to accommodate that inquiry and any other business we receive.

Thank you for your service as Chair of the Faculty Service.

Sincerely yours,

A handwritten signature in cursive script that reads "Jean E. Jost".

Jean E. Jost
Chair, Faculty Grievance Committee
David Quigg
Thomas Palakeel
John Williams
Darcy Leach

May 5, 2013

To: Matthew O'Brien
Chair, University Senate

From: David Glassman
Chair, Honorary Degree Committee

RE: Report of Activities: 2012-2013

The Honorary Degree Committee convened electronically to review nominations for the conferring of Bradley University honorary degrees. The committee nominated Mr. Charles Bolton to receive the honorary degree of Doctor of Humane Letters which was presented to Mr. Bolton at the December 2012 undergraduate commencement ceremony. The committee nominated Mr. Jeffrey Hoffman to be awarded the honorary degree of Doctor of Humane Letters during the May 2013 undergraduate commencement ceremony. He will receive the honorary degree on May 18, 2013.

This ends our report.

Respectfully submitted,

David Glassman
Chair, Honorary Degree Committee

To: Matthew O'Brien
President University Senate

RE: Report of Activities 2012-2013

The Retirement Advisory Committee did not meet during the 2012-13 academic year.

Kristi McQuade
Amit Sinha
Winfred Anakwa
Lori Wiebold
Nena Peplow



April 16, 2013

To: The President of the University Senate

Re: Report of the University Sabbatical Leave Committee of 2012 – 2013 year.

The University Sabbatical Leave Committee received 25 proposals from the five Colleges of the University this past Fall Semester. The committee reviewed these proposals using the sabbatical leave criteria in the faculty handbook, and approved all 25 proposals. All of the proposals were placed in rank order, and were then sent with the committee's recommendations to the Provost. The Provost in turn approved the 25 proposals for the 2013-2014 academic year.

The committee felt that all proposals provided the potential for enhancing the applicant's professional competence, as well as enhancing the University's stature within the applicant's discipline; however, there was some concern with several of the proposals within the statement of the objectives. To help address this concern, the University Sabbatical Leave Committee is asking that Senators, Deans and Departmental Chairs encourage future sabbatical leave applicants to provide clearly stated and identifiable objectives within their proposals, as well as describe specific methods by which outcomes will be measured. Both the objectives and measurement techniques should be easily identifiable and outlined specifically within the document.

Sincerely,

In Soo Ahn
Tony Bedenikovic
Celia Johnson
Chris Kasch
Vince Showers (Chairperson)

May 5, 2013

To: Matthew O'Brien
Chair, University Senate

From: David Glassman
Chair, Strategic Planning Committee

RE: Report of Activities: 2012-2013

The Strategic Planning Committee met twice during the 2012-13 academic year, once in the Fall and again in the Spring. The committee reviewed the quarterly progress reports of the 29 strategic plan initiatives of the 2012-2017 Strategic Plan. These reports are a requirement of the Board of Trustees and are submitted by the provost at each Trustee meeting. The committee determined that benchmarks and specified outcomes are needed for some of the initiatives that are less assessable in their current form. During the 2013-14 academic year, the committee will assign appropriate benchmarks and incorporate them into the plan document. The 2012-2017 University Strategic Plan can be found at www.bradley.edu/strategicplan.

This ends our report.

Respectfully submitted,

David Glassman
Chair, Strategic Planning Committee

BRADLEY

UNIVERSITY

MEMO

TO: Matthew O'Brien, Ph.D.
President, University Senate

FROM: Deitra Kuester, Ph.D.
Chair, Student Grievance Committee

RE: Year-end Report of the Committee

DATE: April 22, 2013

For the 2012-2013 academic year, the Student Grievance Committee reviewed two appeals, one academic and one nonacademic. Each appeal required members to review extensive amounts of documentation that was gathered from others via interviews, meetings and emails. Several different aspects of each appeal had to be discussed and considered before a decision could be made. The combined time commitment among Committee members for preparation and review for these appeals was estimated to be in excess of 30 hours. The Committee determined there was no evidence to support a grievance in either case.

Respectfully prepared and submitted by:



Deitra A. Kuester, Chair
Associate Professor
Teacher Education
dkuester@fsmail.bradley.edu



22 April 2013

Dr. Matthew O'Brien
President University Senate
Bradley University

Dr. O'Brien:

One faculty member contacted the Committee on Tenure, Promotion and Dismissal in February 2013. After reviewing the case and consulting with the Faculty Ombudsman it was determined that the statute of limitations for review had expired; more than 30 days had passed since the faculty member had received the adverse decision. The Committee was therefore unable to review the case. This decision should not be read as a judgment of the case's merit.

Respectfully,

A handwritten signature in blue ink, appearing to read "Alex Hertich", with a long horizontal flourish extending to the right.

Alexander Hertich

Dr. Alexander Hertich
Chair, Tenure, Promotion and Dismissal Committee

DEPARTMENT OF FOREIGN LANGUAGES
1501 WEST BRADLEY AVENUE – (309) 677-2500

UNIVERSITY RESOURCES COMMITTEE
2012-2013 REPORT
April 15, 2013

1. MEMBERSHIP:

Shyam Bhandari (Co-chair), Kurt Field (Co-chair), Michael Greene, Richard Gretz, Grant Harmon (Student), Jana Hunzicker and Allyn Kosenko.

2. CHARGE:

The University Resources Committee of the Bradley University Senate is charged to do the following:

A. To foster the compatibility of resource allocations with the overall University goals by focusing its attention on university-wide and long-range decisions by the following activities:

- (1) To review and analyze policies, projections, procedures, and results of University actions involving the acquisition and allocation of resources,
- (2) To consult with and discuss its findings with the faculty and other members of the University community,
- (3) To make periodic reports and recommendations to the University Senate which may make recommendations to the President.

B. To obtain timely and needed information from the University Administration as required for the effective performance of its duties.

C. To consult with the University Administration in preparing policies and procedures affecting resource allocation.

3. ACTIVITIES

The University Resources Committee (URC) met almost every week on Wednesdays at 12:00 noon during the 2012-13 academic year. The following administrators were invited: Gary Anna (VP, Business Affairs), Pratima Gandhi (Controller), Paul Schroeder (VP, Enrollment Management), David Pardieck (Director, Financial Aid), Pat Vickerman (VP, Advancement), Susan Andrews (Assoc. VP, Marketing), Chuck Ruch (Associate Provost, IRT), David Glassman (Provost), and Gary Anna again. Meetings with Michael Cross (Director of Athletics), Dr. Lex Akers and Dr. Darrell Radson (Deans of Engineering and Foster College of Business and co-chairs of the Business/Engineering Convergence Committee) and Joanne Glasser (the President) are still to be scheduled.

All the administrators shared policies, procedures, and projections, immediate and long-term goals, and resource needs in the area of their responsibility. The committee members asked questions which resulted in engaging discussions. Although the committee was receptive to voiced needs for additional resources by each constituent to meet their goals, namely in the areas of academics, marketing, enrollment, communication, technology, advancement, financial aid etc., very little data was shared to appraise effectiveness and efficiency of resource utilization in these constituencies.

The university's financial outlook is worrisome and measures are needed to strengthen our revenue base and to cut costs. This committee welcomes the creation of the Special ad hoc Resources Committee under the leadership of Gary Anna (VP of Business Affairs) and reporting to the President. We are looking forward to the Special Resources Committee's findings and recommendations. Hopefully it will entail both qualitative and quantitative analyses and concrete measures to alleviate our financial difficulties.

4. OBSERVATIONS, CONCERNS AND RECOMMENDATIONS

This committee will nevertheless like to make the following observations and recommendations noted and discussed during our meetings this year:

1. The committee learned that the University's commodity based pricing strategy was established in the late 1980s and has not been revisited since. Bradley's strategic move toward national distinction is not in line with providing a commoditized educational experience. It is important that our operations are geared toward meeting our strategic objective of national distinction. A systematic review of pricing policy to determine the tuition price elasticity of enrollment should be undertaken regularly in order to ensure that we are maximizing our tuition revenue potential. We recommend the systematic review include outside analysis from specialized higher education consulting firms.
2. Concrete measures must be taken for revenue enhancement and cost curtailment. Whereas, results of revenue enhancement measures will be uncertain and slow due to numerous exogenous factors, results of cost curtailment measures will be certain and immediate. We recommend that cost cutting initiatives in endogenous operations must be undertaken forthwith.
3. A critical review of all programs (academic, administrative, athletics and other auxiliary) which takes into account actual program operating cost, program revenue generation, and alignment with Bradley's strategic mission, must be made in order to determine effectiveness, efficiency, and financial viability.
4. Policies and practices for fulltime faculty teaching loads, including release time for research and administrative duties, should be reviewed to ensure equity and efficiency. An initial review is likely to incur immediate cost savings by effective use of full time faculty resource and by reducing part time faculty salary expenses. Thereafter, systematic review would ensure full time work for full time pay and allow faculty to choose either a teaching-heavy workload or a balanced teaching/research/administrative workload.
5. We have roughly \$63 million in variable rate bonds outstanding. Approximately half of it has no interest rate swap attached to it. Because of the uncertain financial market and strong likelihood that interest rates could increase, this committee recommends locking in approximately \$32.5 million variable rate bonds to a fixed rate.
6. Based upon a financial analysis, BU's operating cash flow has declined in the last five years which may have a negative impact on our bond rating. Maintaining the University's 'A' bond rating is critically important. The synthetic fixed rate of 3.5% on approximately half of our variable rate bonds is dependent upon the University maintaining its 'A' bond rating. This rate can increase up to 8% if the University loses its 'A' rating.
7. Further, our ability to obtain credit line access will be significantly hampered without an 'A' rating. We are currently dependent upon short term borrowing through our credit line to fund operations through the summer. This has occurred in the last two fiscal years and is unprecedented. We suggest a review of operating procedures that led to this point and a plan be put in place to address this issue immediately.
8. This same financial analysis has shown operating revenues as being relatively stable while operating expenditures has increased significantly. This means cutting expenditures should be our focus at this moment.
9. The liability "Post-retirement benefits other than pensions" is essentially a projection of health care costs for our retirees. The actuarial values increased roughly 20.7% from \$25.281 million in 2011 to \$30.519 million in 2012. It is likely that similar or greater increases will

continue to occur. It is imperative that a strategic plan be developed to mitigate the risk associated with the effect of increased health care costs on our financial stability. Our obligation to our retirees is paramount; we need to formulate a plan to ensure we meet our obligations.

10. We have concerns over the lack of transparency in our operations budget and procedures. We believe information/data on program revenues and actual operating costs is essential for making thoughtful and prudent recommendations and should be made readily available to the Bradley community.
11. We strongly encourage a review of current budgetary practices. Most of the people we interviewed had little input in budget planning in their division. Beyond cost cutting measures, division directors can have a significant impact on performance by directing resources to where they provide the greatest gain. Again, this requires a clear understanding of actual operating costs and revenue generation by program.
12. Next year's expected budget deficit of \$4 million is based on expected revenues and expected costs. Included in expected revenues are funds from the endowment above and beyond "interest" earnings. Specifically, 5% of the endowment's average market value (although footnote 2 on page 12 under the Spending Policy in the University's 2012 Financial Statement states "endowment fund's average appreciation...", which may be a misstatement) over a three-year moving average is counted as revenue. In other words, a significant portion of the endowment beyond interest earnings is currently counted as revenue. While the University's spending policy allows us to use up to 5% of our endowment to cover operating expenses, it is not always prudent to do so and it should not be a matter of course. Taking funds from the endowment in this fashion limits the future growth and value of the endowment. The current accumulated opportunity cost of this policy depends on how long this policy has been practiced.
13. Our committee learned that approximately \$30 million was borrowed from the University's endowment to be paid back with interest. However, this interest rate may not reflect the opportunity cost of foregone appreciation particularly with the recent market upswing. The committee is concerned about continuing this practice
14. Although we applaud the creation and work of the Special Ad-Hoc Presidential Resources Committee, our committee strongly recommends an accounting faculty member be appointed to this special committee as they continue deliberations.

Respectfully submitted,

University Resources Committee of the Senate

Members: Shyam Bhandari (Co-chair), Kurt Field (Co-chair), Michael Greene, Richard Gretz, Grant Harmon (Student), Jana Hunzicker and Allyn Kosenko.

Recommended Changes to the Faculty Handbook

1. Current Language: Chapter 1, Section E, Article V, Subsection 3.4, Page 16

b. The Subcommittee on Curriculum shall consist of the follow1) Ex officio members:

- a) The Registrar
- b) Publications Director
- c) Library Director

Amended language: Chapter 1, Section E, Article V, Subsection 3.4, Page 16

b. The Subcommittee on Curriculum shall consist of the follow1) Ex officio members:

- a) The Registrar
- b) Publications Director
- c) **Executive Director** of ~~Library Director~~

2. Current Language: Chapter 1, Section E, Article V, Subsection 3.6, Page 18

3) Three full-time faculty members of the University appointed to staggered three-year terms by the Provost and Vice President for Academic. Each appointment shall be submitted to the full membership of the University Senate for confirmation.

Amended language: Chapter 1, Section E, Article V, Subsection 3.6, Page 18

3) Three full-time faculty members of the University appointed to staggered three-year terms by the Provost and Vice President for Academic **Affairs**. Each appointment shall be submitted to the full membership of the University Senate for confirmation.

3. Current Language: Chapter 1, Section E, Article V, Subsection 10.2, Page 23

2. The Committee on Admissions and Retention shall consist of:
 - a. Two representatives from the Enrollment Management Office to be recommended by the Associate Provost for Enrollment Management, and two representatives from the Office of Educational Development to be recommended by the Associate Provost for Student Affairs;
 - b. One full-time faculty member from each of the undergraduate Colleges, nominated by the Dean of the College for recommendation by the Executive Committee;
 - c. One student selected by the Student Senate;
 - d. One person recommended by the Associate Provost for Student Affairs;
 - e. The Director of Orientation, Testing, and Advisement, who shall serve ex officio.

Amended language: Chapter 1, Section E, Article V, Subsection 10.2, Page 23

2. The Committee on Admissions and Retention shall consist of:
 - a. Two representatives from the Enrollment Management Office to be recommended by the **Vice President** ~~Associate Provost~~ for Enrollment Management, and two representatives from the Office of Educational Development to be recommended by the **Vice President** ~~Associate Provost~~ for Student Affairs;
 - b. One full-time faculty member from each of the undergraduate Colleges, nominated by the Dean of the College for recommendation by the Executive Committee;
 - c. One student selected by the Student Senate;
 - d. One person recommended by the **Vice President** ~~Associate Provost~~ for Student Affairs;
 - e. The Director of Orientation, Testing, and Advisement, who shall serve ex officio.

4. Current Language: Chapter 1, Section E, Article V, Subsection 17.2, Page 27

5) A representative from Enrollment Management appointed by the President in consultation with the Provost and Vice President for Academic Affairs and the Associate Provost for Enrollment Management;

Amended language: Chapter 1, Section E, Article V, Subsection 17.2, Page 27

5) A representative from Enrollment Management appointed by the President in consultation with the Provost and Vice President for Academic Affairs and the ~~Associate Provost~~ **Vice President** for Enrollment Management;

5. Current Language: Chapter 2, Section B, Subsection 3. Part f, Number 4, Page 70

4)) The Office of Teaching Excellence and Faculty Development shall assist faculty with issues of course design and instructional methods that are pedagogically appropriate for the course to be delivered online.

Amended language: Chapter 2, Section B, Subsection 3. Part f, Number 4, Page 70

4)) The ~~Office of Teaching Excellence and Faculty Development~~ **Center for Teaching Excellence and Learning** shall assist faculty with issues of course design and instructional methods that are pedagogically appropriate for the course to be delivered online.

The following is for information only and has already been approved via process 3 due to being in Chapter V of the Faculty Handbook.

6. Current Language: Chapter 5, Section H, Subsection 1, Page 215

1. An Office for Teaching Excellence and Faculty Development [OTEFD]

a. Mission: This office will encourage and support excellence in teaching, learning, scholarship, professional activities, and service at Bradley University. Its primary goals are:

- 1) To support and encourage instructional innovations and faculty scholarship focused on enhancing teaching effectiveness and promoting faculty and student engagement in research, creative production, professional activities and service.
- 2) To enhance research, creativity, teaching effectiveness, and student engagement in projects as professionals
- 3) To support the efforts of faculty to solicit extramural funding via grants and contracts from Federal, State and International agencies and from other sponsors in cooperation with the Office of Sponsored Programs and the University Advancement Office.
- 4) To coordinate the University review and approval of proposals for funding of internal grants with budgets held in this office.
- 5) To advance appropriate instructional technology and its use in all phases of the educational process.
- 6) To undertake other programs to enhance the opportunity for faculty to attain their goals in teaching, scholarship, and professional activities.
- 7) To support and encourage faculty efforts to involve students in the learning process and in scholarship, professional activities, and service.

b. OTEFD will be overseen by a full-time director (Director) who reports to the Associate Provost for Research and Dean of the Graduate School assisted by an Assistant Director

Amended language: Chapter 5, Section H, Subsection 1b, Page 215

1. ~~An Office for Teaching Excellence and Faculty Development [OTEFD]~~ **The Center for Teaching Excellence and Learning [CTEL]**

a. Mission: This office will encourage and support excellence in teaching, learning, scholarship, professional activities, and service at Bradley University. Its primary goals are:

- 1) To support and encourage instructional innovations and faculty scholarship focused on enhancing teaching effectiveness and promoting faculty and student engagement in research, creative production, professional activities and service.
- 2) To enhance research, creativity, teaching effectiveness, and student engagement in projects as professionals
- 3) To support the efforts of faculty to solicit extramural funding via grants and contracts from Federal, State and International agencies and from other sponsors in cooperation with the Office of Sponsored Programs and the University Advancement Office.
- 4) To coordinate the University review and approval of proposals for funding of internal grants with budgets held in this office.
- 5) To advance appropriate instructional technology and its use in all phases of the educational process.
- 6) To undertake other programs to enhance the opportunity for faculty to attain their goals in teaching, scholarship, and professional activities.
- 7) To support and encourage faculty efforts to involve students in the learning process and in scholarship, professional activities, and service.

b. ~~OTEFD~~ **CTEL** will be ~~overseen~~ **led** by a full-time ~~director (Director)~~ **Executive Director** who reports to the **Provost and Vice President for Academic Affairs** ~~Associate Provost for Research and Dean of the Graduate School~~ ~~assisted by an Assistant Director.~~