

Bradley University Senate
Agenda
Fifth Regular Meeting of the 2016-2017 Senate
3:10 p.m. - 5:00 p.m., February 16, 2017
Michel Student Center – Ballroom A

I. Call to Order

II. Announcements

III. Approval of Minutes

- A. Fourth Regular Meeting of the 2016-2017 Senate, December 7, 2016

IV. Reports from Administrators

- A. President Roberts
- B. Senior Vice President of Academic Affairs and Provost Zakahi
- C. Senior Vice President of Financial Affairs Anna

V. Report from Student Senate President Dellaria

VI. Reports from Standing Committees

- A. Senate Exec – Ratification of Amit Sinha as Senate Secretary
- B. Continuing Education – see attached
- C. University Resources

VIII. Unfinished Business

- A. Proposed University Policy on Awarding of Posthumous Degrees

Upon the request of the deceased student's family, a posthumous baccalaureate degree may be considered by the Academic Regulations and Degree Requirements Committee, if at the time of death, the student was enrolled in a degree program, was in good academic standing, and had entered his or her senior year.

Upon the request of the deceased student's family, a posthumous graduate degree may be considered by the Academic Regulations and Degree Requirements Committee, if at the time of death, the student was enrolled in a degree program, was in good academic standing, and had completed two thirds of the credit hours required for graduation.

The Academic Regulations and Degree Requirements Committee will consider the family's request, verify eligibility for a posthumous degree, and forward its recommendation on granting the degree to the Provost and Senior Vice President for Academic Affairs for approval.

Upon the Provost's approval of granting the degree, the appropriate commencement program and the student's academic record will note that the degree was awarded posthumously. The diploma will be presented to the deceased student's family by the President of the University.

Death that results from unlawful activity on the part of the deceased student may result in disqualification for a posthumous degree.

IX. New Business

X. Adjournment

Bradley University Senate
Minutes
Fourth Regular Meeting of the 2016-2017 Senate
3:10 p.m. - 5:00 p.m. December 7, 2016
Michel Student Center – Ballroom A

I. Call to Order

II. Announcements

- A. Meetings with Keeling & Assoc. will continue in February 2017 and throughout spring semester.
- B. University Strategic Planning Committee will be doing more meetings to collect data and forward to Keeling & Assoc.
- C. Faculty caucuses will continue next semester.
- D. Process for selecting Faculty Ombudsperson has started.
- E. Mat attended second Student Senate meeting.

III. Approval of Minutes

A. Senators Jean Marie Grant moved to approve the minutes of the Third Regular Meeting of the 2016-2017 Senate, November 17, 2016 and Twila Lukowiak seconded. The signature page was not attached but will be. Minutes were approved.

IV. Reports from Administrators

- A. President Roberts:
 - a. Group met yesterday with JP Morgan and PNC Bank re: financing for Convergence Center. Believes we can get loans. Banks will get back to us with terms in January. Board will decide in early February.
 - b. Admissions numbers look good for next fall. Apps are up, total of 383, increase of 5.3% from last year. We are shooting for 10,000 apps. Admits up by about 130 from last year, about a 3% increase. Deposits up by 44%. We don't want or expect enrollment to increase by 44% but this number at this point suggests another successful year. Thanks extended to everyone for support during admitted student days; faculty involvement is critical in this process.
 - c. Development. We are nearing end of calendar year. Jake Heuser, Vice President for advancement will provide some data.
 - d. President has been here about a year. Hasn't received much in the way of feedback from faculty and staff. Wonders if he's out of touch. Invites questions and conversations from anyone.
 - e. Question to Roberts: Wonders about new overtime rules and that they are on hold. What are we doing about that now? Answer: Bradley's plan to move some exempt employees to non-exempt, hourly status, has been put on hold. Many universities are continuing with their plans and others are not. Believes it unlikely 5th Cir. Ct. of Appeals will overturn the temporary injunction which has stopped enforcement of the higher salary minimum for exempt status.
 - f. Question: What are your views on gender pay equity and what we should do about it. Answer: I'm in favor of it. If there's an issue, we should delve into

- it. Not an issue on his radar screen.
- g. Question: How will financing of Convergence Center work? Answer: Building about \$88 million. Will be demolition costs and infrastructure costs. Total cost around \$100 million. Currently have raised a little over \$34 million. Expect to raise significantly more. Hopes to get some public money. Some designated endowment money for the project. Probably have to borrow about half of costs. Waiting to hear back from banks, spread among 2-4 financial institutions. We have about \$11.5 million in cash. Will need to start drawing on credit in the fall.
- h. Question: What is estimate for principal and interest annually? We are in deficit now. Financing will require additional money. Where is money coming from? Answer: Operating at deficit because our sophomore and junior classes are smaller than they should be. Deficits for next couple of years. Expect to be roughly at break even by 2019, taking into account carrying costs of new building and other costs associated with maintenance of new building. Assuming good classes for next few years and good retention rate. Looking at surpluses of \$2+ million after that. Assuming 1080 students each year. Assuming 87% freshmen to sophomore retention rate. Building in 2% annual raises for faculty and staff. Building in \$3 million over five years for salaries to make up the gap compared to peer averages. Believes we have made reasonable estimates. May even be conservative estimates. We were assuming a lower interest rate than we might get.

B. Vice-president for Advancement, Jake Heuser:

- a. Giving Tuesday was a big success for us this year. We had 2171 total donors, up from 1692 last year. Fundraising total was \$1.67 million compared to \$576,000 last year. Stock market was better last year. Convergence Center fund raising: April 1st after we had chance to talk to people, we raised about \$1 mil for convergence center over 12-15 month period. Since seeing redesign of building and meeting the president, we raised \$9.4 million from donors. Four million of that number raised over last 8 weeks. A lot of enthusiasm for the project. Quality pipeline of additional prospects. Endowment fundraising: exponentially better than last year. This half of fiscal year we have raised \$2.35 mil for endowment. Total fundraising, \$18 mil for this calendar year compared to 3-year average which was \$15 million. Total cash receipts at \$11.5 mil compared to 3-year average of 7.5 million. Very positive trends. Alums, etc. feel positive about institution.

C. Senior Vice President of Academic Affairs and Provost Zakahi:

- a. Thanks to all for work for our students. Collection of dean evaluation results was not anonymous. Tracy Zuercher received anonymous note about Qualtrics not being anonymous. Did not give it much thought. Received email with more information and if deans' evaluations not anonymous, then will reset and redo the evaluations. Probably be redone in spring.
- b. Question could we use Sakai? Answer: Not sure. Will have to be sure that it would be anonymous. Perception is as important as reality.
- c. We are in process of updating Wi-Fi in dorms. Nathan Thomas and Zakahi will

do walk through dorms and ask about it. Upgrades have been done on three buildings. January deadline is reachable.

- d. EAB. Handed out documents. We have joined their Student Success Collaborative. Pilot program, will have full adoption by fall 2017. Will begin training in spring. Doc. #1 is about kickoff event. Doc. #2 shows structure of leadership team. Many opportunities for training throughout spring and fall, 2017. Deans will appoint representatives from colleges and faculty will be informed of those representatives.
- e. Strategic Planning update: Will begin reaching out in early January for teams of interviewers to go out and interview units. Faculty units will start after classes but other units in early January. Next Keeling & Assoc. visit Feb. 2-3, 2017. Will have additional meetings with a variety of groups and a forum session. Trying to get representation across the institution. Probably not possible to get everyone a chance to meet with Keeling & Assoc.
- f. Question: Are January meetings the same as Keeling has conducted? Answer: Same kind of meetings but trying to get to more constituents. Maybe some overlap.
- g. Question: Will there be a community forum? Answer: Yes. Keeling will bring forward themes and give people a chance to provide written feedback, very systematic about their process.
- h. Question: Appreciation for willingness to look into the anonymity of dean evaluations. Answer: Initially received anonymous email. Later received more detailed email explaining problem.
- i. Question: We need to know what will happen with data. Answer: Will be shredded/destroyed if we determine it's not anonymous.
- j. Comment: Qualtrics could be used but anonymous link must be tagged. Must not be tagged with emails. If any of us received reminder emails, we know it was tagged by emails and clearly not anonymous.
- k. Comment: Use of Qualtrics involves risk of ballot stuffing versus anonymity. Answer: Provost understands faculty perspective. Deans have no access to this data.
- l. Comment: Believes Sakai is anonymous, used for EHS. Spoke to Tony Barron. Believe they have a process that works. Will it be scrapped? Provost needs to have conversation.
- m. Comment: Has no idea what EAB is. Answer: Providing advisors with very specific feedback about each student based on five years of Bradley's data. About prospects for student moving forward. Example: Student wants to be a marketing major. EAB can tell us that student may have only 30% chance of success. EAB can tell if student is registered, attending classes, attending events [through card readers]. We will end up with a tremendous amount of data about our students. Using big data.
- n. Comment: Can you share cost? EAB program has been adopted. Three to 5 year pilot, low six figures, \$125-150,000 annually. If we keep 10 students that we weren't otherwise, system will pay for itself. Believe we can increase our retention rate by 10 students without help, but this system will help us more.
- o. Comment: USPC looked at program, should minimize our loss of revenue by losing students. Non-cynical way to look at it: students are taking on debt and

not being successful. EAB could help students be more successful.

C. Senior Vice President of Financial Affairs Anna: no report.

V. Report from Student Senate President Dellaria

A. Update on major projects: Smoke free campus. Research and discussions and have submitted a final proposal to administration. If adopted, Student senate will be providing info. and next steps.

B. Preferred pronoun resolution will be proposed as well as educational campaign. Senate passed a seat reallocation. Being reallocated to class seats rather than dorm or organization seats. This would be an amendment to the Student Senate Constitution. No questions.

VI. Report on the Faculty Caucus

Vice President of the Senate Fakheri

- A. Will continue faculty caucus. Last year AAUP held a number of forums about greater involvement in shared governance. Idea taken to Senate Exec. Faculty Caucus formed. Consensus was that faculty and chairs could attend. In rare instances, some faculty may contact Senate Exec. members if they have concerns about speaking publicly in front of their chairs.
- B. February 9, 2017 at noon will be brown bag caucus. Agenda will be Strategic Planning Committee.
- C. Question: What happens as a result of matters brought up at caucus? Answer: These matters may be brought to Senate Exec. and then brought forward.
- D. Question: Would president's and provost's attendance at these events have a chilling effect on faculty participation [they have faculty appointments]? Answer: Faculty more comfortable if administrators not present.

VII. Reports from Standing Committees

One item from Curriculum & Regulations will be covered under new business. Otherwise, all will be covered under consent agenda if no objections. No objections.

A. Curriculum and Regulations

1. Course Additions

153594	ETE ETE 219 Human Development and Effective Field Experience
153786	RLS RLS 105 Church History
154556	WLC WLS 222 Spanish for Heritage Speakers
155223	CFA CFA 357 Music Power Brokers

2. Course Deletion

153593	ETE ETE 211 Human Development from Birth to Young Adulthood and Effective Teaching Field Experience
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3. Course Modifications

153967	FIN Q M 263 Quantitative Analysis II
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153705	ETE ETE 215 Strategies for Effective Teaching
153585	ETE ETE 107 Conceptualizing Math for Teachers I
153586	ETE ETE 222 Gifted Education in American Schools: Foundations and Future
153587	ETE ETE 223 Gifted Education: Strategies and Practicum
153588	ETE ETE 216 Effective Planning and Instruction for Teaching
153589	ETE ETE 235 Methods of Teaching English Language Learners
153590	ETE ETE 237 Practicum for Teaching English Learners I
153591	ETE ETE 238 Practicum for Teaching English Learners II
153592	ETE ETE 239 Practicum for Teaching English Learners III
154902	BUS BUS 301 Cooperative Education/Internship in Business
154978	NUR NUR 233 Sexually Transmitted Infections
153663	I M I M 441 Animation Capstone II
153665	I M I M 489 Advanced Game Capstone
152744	WLC WLF 315 Introduction to French Literature
155140	CFA CFA 351 Cinematic Storytelling
155134	CFA CFA 350 Inside the Entertainment Industry

4. Major Modifications

153595	ETE Elementary Education with ESL Endorsement
153596	ETE Early Childhood Education with ESL Endorsement
153597	ETE Learning Behavior Specialist with ESL Endorsement
153598	ETE Middle School Education with ESL Endorsement
153651	PLS Political Science, B.A. or B.S.
152639	MUS Bachelor of Science or Bachelor Arts in Music Business

5. Minor Modifications

154555	COM Organizational Communication
153652	PLS Political Science

6. Major Deletions

150231	CHM Chemistry Business
149692	CHM Chemistry Preprofessional

7. Program Modifications

153601	ETE K-12 Music Education Program
153599	ETE High School Teaching
153600	ETE K-12 Art Education Program

8. Core Curriculum Additions

147215	HIS HIS 315 U.S. Social Movements AI
152671	HIS HIS 309 The History of U.S. Law Enforcement

152601	HIS HIS 201 Violence, Crime, and Punishment in U.S. History
151943	PLS PLS 307 Classical Political Philosophy
151733	I S I S 312 American Foreign Policy
152667	PLS PLS 205 Introduction to Comparative Politics
151511	COM COM 305 The Persuasive Process
154963	RLS RLS 114 Introduction to Judaism
153332	HIS HIS 330 Modern China
150995	IDP LAS 301 Cooperative Education/Internship in LAS
153169	HIS HIS 210 History of European Film
151924	I M I M 459 Computer Game Capstone Project
151998	I M CIS 459 Computer Game Capstone Project
142317	PLS PLS 419 Introduction to Public Administration CP
142326	PLS PLS 420 Public Personnel Administration CP
155052	HIS HIS 317 American Masculinities
153432	HIS HIS 204 United States History Since 1877
153223	WLC WLG 202 Intermediate German 2
151997	WLC WLG 321 Survey of German Culture and Civilization
151967	ETE ETE 313 Methods of Literacy I: Reading, Writing and Language Arts Grades 1-2
151593	COM COM 386 Media, Race, and Gender
151543	I S I S 330 European Integration
142472	I S I S 295 Research Design and Qualitative Methods for CP
151704	I S I S 322 Latin America in the International System
142591	I S I S 495 Advanced Seminar in International Studies CP
152628	WLC WLF 315 Introduction to French Literature
152781	WLC WLF 301 Paris
152642	WLC WLF 202 Intermediate French 2
153136	WLC WLT 140 Global Literatures in Translation
152953	CS CS 101 Introduction to Programming
152971	CS CS 100 Introduction to Programming Concepts and Languages
151927	ETE ETE 328 Early Childhood Methods
153270	IDP ENS 307 Science and Politics of Global Climate Change
152889	HIS HIS 335 Modern Mexico
151611	WLC WLS 403 Advanced Conversation & Composition
153106	ENG ENG 140 Global Literatures

B. Proposed University Policy on Awarding of Posthumous Degrees

See New Business

C. Graduate Executive Committee, for information

1. Course Addition

152388 BUS BUS 643 Legal Issues in Business

2. Program Modifications

152400 BUS Master of Business Administration Executive Track

VIII. Unfinished Business

No unfinished business.

IX. New Business

A. Proposed University Policy on Awarding of Posthumous Degrees

Motion from Jean Marie Grant on proposed policy on awarding posthumous degrees.

No second needed since this is a recommendation from a standing committee.

Proposed policy:

Upon the request of the deceased student's family, a posthumous baccalaureate degree may be considered by the Academic Regulations and Degree Requirements Committee, if at the time of death, the student was enrolled in a degree program, was in good academic standing, and had entered his or her senior year. Upon the request of the deceased student's family, a posthumous graduate degree may be considered by the Academic Regulations and Degree Requirements Committee, if at the time of death, the student was enrolled in a degree program, was in good academic standing, and had completed two thirds of the credit hours required for graduation.

The Academic Regulations and Degree Requirements Committee will consider the family's request, verify eligibility for a posthumous degree, and forward its recommendation on granting the degree to the Provost and Senior Vice President for Academic Affairs for approval.

Upon the Provost's approval of granting the degree, the appropriate commencement program and the student's academic record will note that the degree was awarded posthumously. The diploma will be presented to the deceased student's family by the President of the University.

Death that results from unlawful activity on the part of the deceased student may result in disqualification for a posthumous degree.

Discussion: Proposed policy seems too restrictive. Students aren't going to get a job from this degree. Walter, thinking about a dui and other people die as well, and perhaps we shouldn't give a posthumous degree.

Jeff Huberman: providing background. Recently, family made request for posthumous degree for senior student. We had no policy for that case. University referred this to Academic Review and Degree Requirements [ARDR] to review and recommend. Then another case came up. Request made by faculty member, not family. Committee then charged with developing a policy. Reviewed a lot of policies. ARDR made recommendation of what it thought appropriate. Sent to C&R and was sent back to add more discretion. They did, and sent back to C&R. First, ARDR Committee verifies eligibility. Second, limits requests to those from family. Third, a majority of the requirements for the degree must be met. Unlawful activity clause was found in many of

other institutions. Used word “may” throughout policy to give more discretion. Hope we only need this policy on rare occasions.

Comment: Appreciate committee’s work. Major concern is that ARDR is restricting administrators’ decisions. Concerned that there isn’t flexibility in this policy.

Provost Zakahi: Administrators appreciate having “cover.” Having committee act on the requests first helps.

Comment: Believes policy is too restrictive. We tell students they are part of the Bradley family; we have chosen not the open and inclusive policy and instead a restrictive policy. We could have a student a couple of credits short of senior standing. Why couldn’t faculty recommend a student and make this a gift to family at difficult time?

Pres. Roberts: Takes no position on the merits of this policy. Only party that can grant degree is Board of Trustees. Board would have to sign off on it.

Gary Anna: Trustees asked for our policy and requested that a policy to be created.

Senators Amit Sinha moved, Joshua Lewer seconded, to allow non-senator Jason Garrett to speak. Motion approved.

Garrett said that we offer honorary degrees for speaking 45 minutes. Would prefer to offer posthumous degree to student who had taken 15 hours here than an honorary degree to someone who spoke for 45 minutes.

Senator Leach: Could we amend motion to allow for further consideration if request rejected?

Jeff Huberman: Clause to allow further consideration of decision means we have no policy. Word “may” is throughout policy to provide some flexibility.

Senator Jeanie Bukowski: Is there a negative to awarding posthumous degree for someone who’s only a freshman or sophomore?

Jeff Huberman: Found no school where posthumous degree for freshmen or sophomores. All were in middle of junior year or beginning of senior year. Person awarded degree last year fit all criteria in proposed policy.

Provost Zakahi: We can always revise this policy. Concerned that we need something in place.

Mat: This is not Handbook language. Goes in catalog.

Senator Fakheri: What is the role of the department? Why doesn’t this start in department instead of ARDR?

Jeff Huberman: ARDR only verifies eligibility that student in good academic standing.

Pres. Roberts: This is an actual degree, not honorary, so we want some academic respectability behind it. Even if we have this policy, the Board can award a posthumous degree to anyone they want. If we had an exceptional case, Board could make exception. Policy sets a presumption. We need a policy.

Comment: I don’t see exceptions being allowed in policy. Student is deceased, not a real degree. To change policy, it will be the result of a real case that will affect a family.

Pres. Roberts: Board can do whatever it wants.

Senator O’Brien: Procedural question: If we put this into place, and someone did not meet requirements, would ARDR review and make recommendation for strong candidate?

Jeff Huberman: ARDR could consider on ad hoc basis but C&R wanted a policy.

Motion by Senators Jean Marie Grant, seconded by Twila Lukowiak to postpone to a definite date, at the next meeting, under old business. Comment, Mat Timm: Amendments could be proposed, please provide in writing. Motion passed. [2 nay].

Item not on printed agenda:

Perry Proclamation

December 7, 2016

Whereas Sandra Perry has been a persistent advocate for an enhanced faculty role in the Bradley University shared governance system and whereas she has personified that advocacy through her own faithful service to Bradley University through this Senate, we say “Thank You,” and wish you the best of luck as you begin the next phase of your life.

All those in favor of recognizing Sandy’s many years of service to this Senate and thanking her for that service answer with a hearty “Hear! Hear!”

The motion passed.

X. Adjournment

Motion to adjourn, Jean Marie Grant; second, Eden Blair.



Date: January 3, 2017
To: Dr. Mat Timm, President
University Senate
From: Janet Lange, Executive Director
Continuing Education
Re: Senate Committee on Continuing Education

The University Senate Committee on Continuing Education met on November 11, 2016. Staff reviewed activities for the past year and Associate Director Michelle Riggio shared the strategic plan for the Osher Lifelong Learning Institute. Faculty member Dr. Aaron Buchko volunteered his time in 2015-16 to work with OLLI members to write the plan. Executive Director Janet Lange met with the University Senate Executive Committee on December 1, 2016 to discuss the work of Continuing Education and the Senate Committee on Continuing Education. She shared the attached document with the Executive Committee.



BRADLEY University

Our Vision

Continuing Education and Professional Development will be an integral part of Bradley's vision to achieve national distinction by providing students of all ages and organizations from across the globe with engaging learning opportunities and outstanding customer service.

Our Mission Statement

Continuing Education connects the university with the community through educational programs and services for youth, professionals, and lifelong learners.

Our Core Values

- Community
- Continuous improvement
- Creativity
- Fiscal responsibility
- Learning for all ages

Our Behaviors

To be successful, our staff must ...

- Be helpful, friendly, courteous and welcoming
- Be innovative
- Take initiative
- Embrace change

Question

What would we like the Senate Executive Committee to know about Continuing Education?

Answer

Everyone in our office cares – about Bradley, about Continuing Education, and about our students, customers, and co-workers.

Our History and Organization

- Continuing Education has been part of Bradley University for over 55 years.
- Once a College of Continuing Education with a Dean and an Associate Dean, for more than 35 years we have been the Division of Continuing Education and Professional Development.

- Since 1994, Summer and Interim Sessions has been administratively housed within Continuing Education, with a direct report to the Provost.
- In 2001, in recognition of its distinct role in the University and the community, the Division was separated from the Graduate School and began to report directly to the Provost. The Executive Director is a member of the Academic Council.

Our Staff

Continuing Education staff members have numerous years of experience and are leaders in our professional organizations, with past Presidents of two organizations: the Illinois Council on Continuing Higher Education and the North Central Conference on Summer Sessions. Our staff members participate on University committees, support campus activities and fundraising efforts, and devote personal time to community organizations. The Division employs the following six professional staff members and five hourly administrative support staff members. Student workers provide additional programmatic support.

Janet Lange	Executive Director
Michelle Riggio	Associate Director for OLLI and World of Wonder
Carla Montez	Marketing Director
Catherine Lawless	Program Director for OLLI
Elly Peterson	Program Coordinator for OLLI and World of Wonder
Christy Haeffele	Program Coordinator for Conference Services, Non-Credit and Youth Programs
Debbie Devine	University Support
Lee Ann Kriegshauser	University Support
Bonnie Davis	University Support
Debbie Finnegan	University Support
Gwen Howarter	University Support

Our Work

Continuing Education programs support the University's commitment to excellence and its mission of preparing students "... for life and professions in a changing world...across academic, geographic, and cultural boundaries." Through its relationships with community organizations and businesses, Continuing Education advances the University's goal of fostering "...strategic partnerships with business, cultural, and governmental institutions [that] provide benefits to the community and society and create additional learning opportunities for students."

Continuing Education works both independently and with Bradley's colleges and academic units to support their educational outreach goals. These goals

vary greatly across campus. The Foster College of Business has a highly developed program of business outreach which is conducted through the college's academic centers, including the Executive Development Center (EDC). Continuing Education provides database, registration, and account support for the Executive Development Center.

The Office of Summer and Interim Sessions (SSI) is housed within the Division, with Executive Director Janet Lange serving as Director of SSI. In this role, she oversees the budgets for the five sessions, prepares instructional contracts, markets the sessions, and provides administrative oversight. She is assisted in this work by a Debbie Finnegan, Administrative Support, and Carla Montez, Marketing Director.

The Faculty Handbook provides for a standing committee on Continuing Education (see page 25).

13. The Committee on Continuing Education and Professional Development

1. The function of the Committee on Continuing Education and Professional Development shall be:
 - a. To provide guidance for all aspects of programs in the Division of Continuing Education and Professional Development;
 - b. To review when appropriate all courses offered for credit in the Division. Courses traditionally offered by departments of the colleges, and the instructors thereof, shall receive prior approval by the department chairperson and Dean of the College in which the subject is traditionally taught;
 - c. To review when appropriate all non-credit courses and programs, and the instructors thereof;
 - d. To report to the Senate all actions affecting the academic goals of the Division and policies relating to their achievement.
2. The Committee shall consist of the Executive Director of the Division of Continuing Education and Professional Development, who shall serve as Chairperson, one full-time faculty member elected from each college, and the Associate Provost and Dean of the Graduate School, ex officio. Elected members shall serve three-year staggered terms. Each college shall determine its own procedure for electing its representative.

Our Audiences

Current and Prospective Students

Youth programs introduce potential students and their parents to the University through the annual World of Wonder for gifted and talented students, the Institute for Reading Development, the Summer Forensics Institute for high school students, the Music Preparatory School for students in pre-school and through high school and into adulthood, and the ACT/SAT Review for aspiring college students.

In addition to supporting Summer and Interim Sessions, Continuing Education serves Bradley students by involving them in intergenerational programs with members of the Osher Lifelong Learning Institute. Bradley student groups use our low-cost conferencing services and secure online and credit card registration processing.

Faculty and Staff

Continuing Education assists the Colleges, Departments, and Divisions with their educational outreach efforts. Continuing Education provides centralized support to Bradley faculty and staff who wish to offer workshops, seminars, and conferences. This work provides efficiencies, appropriately utilizes and accounts for campus resources, and assures that programs are consistent with Bradley's mission. When Continuing Education manages the logistics of a program, our faculty have more time to focus on teaching.

Professionals

Through our professional development programs and conference services, we develop relationships with companies and organizations that benefit the faculty, the students, and the University. Continuing Education has worked with Caterpillar, Peoria NEXT, the Illinois Music Educators Association, the Illinois State Library, the Dirksen Center, and many more. We provide conference services to internal and external groups for large or smaller programs and events. For many years, we assisted the Illinois Music Education Association by registering 2,000 participants for its annual All-State Conference. In comparison, we also supported the fall 2016 meeting of the Illinois Section of the American Association of Physics Teachers, with 53 attendees on Bradley's campus.

Lifelong Learners

Through the Osher Lifelong Learning Institute (OLLI) we serve the larger community and develop ongoing support for the University. Our lifelong learners are some of Bradley's greatest cheerleaders. OLLI now boasts nearly 1,200 members who are engaged in peer-learning through classes, study

groups, learning trips, and special events. In April 2010, The Bernard Osher Foundation presented Continuing Education with a \$1 million gift to endow the OLLI at Bradley. OLLI grew its programming and membership in time to receive a second \$1 million in March 2014 during its 20th anniversary celebration.

Sample Programs

Sponsor	Program
CEPD	ACT/SAT Review 2016
CEPD	CEUs 2016-2017
CEPD	ILMEA 2016
CEPD	Leadership Skills for Changing Times 2016
CEPD	NAASS Membership and Annual Conference 2015-2016
CEPD	NCCSS Annual Conference 2016
CEPD	Institute for Reading Development 2016
CEPD/OLLI	OLLI Summer 2016
CEPD/OLLI	OLLI Fall 2016
CEPD/OLLI	OLLI Spring 2016
CEPD/OLLI	OLLI Winter 2016
CEPD/OLLI	The Best of Italy: Rome, Florence, Venice 2016
EGT	Innovations Conference on Asphalt & Transportation 2016
EGT	First Robotics Team
EHS	World of Wonder 2016
EHS	Super Brain Summit
IPL	Heartland Health Services
LAS	BEST 2016
LAS	ISAAPT 2016
SCFA	Summer Forensics Institute 2016
SCFA	Music Preparatory School 2016-17

Through Continuing Education,
people of all ages can be
Bradley students.



BRADLEY University

Division of Continuing Education and Professional Development

Non-Credit Program Development and Approval Process

Continuing Programs

Several Continuing Education programs have been in existence for many years, but they are still reviewed annually by staff and evaluated by participants. This process includes the following:

- Budget development and account reconciliation
- Approval by faculty, department chairs and deans when faculty receive extra compensation
- Letter of agreement that outlines each unit's responsibilities, describes any fees, and states how net revenue will be distributed
- Participant evaluation summary
- Assessment for improvements in marketing, budgeting, curriculum, logistics, and customer service.

New Programs

- When a faculty member, department or external client requests a new program, staff review the request and determine if the program can and should be supported by Continuing Education. There is no set formula, but decisions are guided by the following questions:
- Will this program reflect positively on Bradley University?
- Is this program aligned with either the university's strategic initiatives or the department/college's initiatives? Does it have the support of the department and college?
- Could this program either recruit prospective Bradley students or support and enhance the learning experience of current students?
- Is the program cost-effective, i.e. does it have the potential to generate net revenue?
- Do we have the physical and human resources on campus and in Continuing Education to support this program?

Sample Non-Credit Planning Budget

Program Name
Account Number
Dates

Revenue	No.	Amt.	Subtotal
Participation Fee	45	\$300.00	\$13,500.00
Participation Fee with 10% BU Discount	5	\$270.00	\$450.00
Total	50		\$13,950.00

	No.	Amt.	Subtotal
Fixed Expenses			
Brochure	1	\$1,500.00	\$1,500.00
Postage	1	\$1,450.00	\$1,450.00
Salary	1	\$1,000.00	\$1,000.00
Fringe Benefits		25%	\$250.00
Variable Expenses			
Meals and Refreshments	51	\$25.00	\$1,275.00
Course Materials	51	\$15.00	\$765.00
Subtotal			\$6,240.00
Indirect Costs (30% on campus, 20% off)		30%	\$1,872.00

Total Expenses		\$8,112.00
Net Revenue		\$5,838.00
Available for Sharing (Net + Indirects)		\$7,710.00
Bradley University	50%	\$3,855.00
College	25%	\$1,927.50
Continuing Education	25%	\$1,927.50

Sample Non-Credit Faculty Contract



This agreement states the terms of your appointment to teach a non-credit course for Bradley University. Please carefully read the salary and pay date information. Checks will be issued on the indicated pay date and mailed to you. If you agree to teach under the arrangements listed on this form, please sign below and return the form to: Continuing Education, Bradley University, 1501 West Bradley Avenue, Peoria, IL 61625.

If you have any questions, please call Continuing Education at 309.677.2374. Thank you for working with Bradley University on this educational endeavor.

Instructor

Name: _____

Salary

Salary: _____

Pay Date: _____

Date salary information due to payroll: _____

Do salary arrangements conform to the policy on extra compensation for faculty and administrative staff?

Yes

No

Course

Title of Course: _____

Minimum enrollment of paid participants: _____

Course begins: _____

Course begin time: _____

Day(s) of the week: _____

Course ends: _____

Course end time: _____

Location: _____

Program Director, Continuing Education, Date

Department Chair, Date

Executive Director, Continuing Education, Date

College Dean, Date

Instructor, Date

Provost*, Date

*Signature required if salary does not conform to compensation policy

Sample Contract for Conference Services Fees

Proposal for the
XXX Conference on XXX
hosted by Bradley University in XXX

Conference Registration Services
for the College of XXX

We are pleased to present you with this proposal for Bradley University Continuing Education to provide conference and registration services for XXX.

Continuing Education will provide a wide range of conference services for a fee of \$50 per registration - including speakers, complimentary registrations, and those who may cancel. Based on prior experience with conferences on XXX, we expect to register between 90 and 125 attendees. We request a minimum fee of \$4,000.

Why should College of XXX choose Bradley University Continuing Education to deliver its registration services?

CUSTOMER SERVICE

Bradley University Continuing Education will:

- Deliver great customer service before, during, and after the conference
- Assist with budgeting, contracts, facility arrangements, and logistics
- Collaborate on creating an online registration site and informational website for the conference
- Set up and maintain the conference account in cooperation with the Controller's Office
- Process online registrations paid by credit card and paper registrations paid with check or credit card, including on-site registration during the conference
- Provide information (through the website) to attendees about accommodations
- Confirm conference registrations, whether submitted online, by phone, fax, or mail
- Export weekly electronic registration reports in Excel, from the beginning of registration through closing, including participant contact information, demographic data, and other information as required
- Print and assemble participant name badges and attendee lists

- Provide on-site registration desk staffing for the duration of the conference and coordinate participant check in with Bradley staff and your volunteers
- Make payments to the conference facility and other vendors from collected revenue
- Submit a final budget in paper and electronic formats and process payment of all conference-related income, minus our service fee, within 90 days of the conference, and handle the account closing
- Prepare, distribute, and summarize conference evaluations – if requested

Please note that our office operates on the university schedule and will be closed for the holiday breaks. Online registration would continue during those periods, but no one would be available to assist participants by phone.

The following services or costs are **not included** in the per person fee:

- Audio-visual equipment or support, speaker arrangements, sleeping room reservations or assignments, signage, evaluation printing, folders, meals, breaks, entertainment, hotel service fees/taxes, gratuities, hotel cancellation fees, ground transportation, package shipping or handling fees
- Direct costs for items such as name badges, badge holders, photocopies, etc.
- Travel, hotel, or meals for Continuing Education staff
- Bank fees of 2.5% (for processing credit cards)
- Site or table arrangements for exhibitors' displays

We require approval of any registration forms or information, prior to printing or distribution to participants, to ensure conformity with our registration system.

By signing this proposal you acknowledge that

- Continuing Education may sign contracts on behalf of the XXX Conference on XXX
- Continuing Education will return 50% of its fee to Bradley University
- Any remaining revenue from the conference will be shared equally between Bradley University and the College of XXX with the College's share applied to its sharing account
- The College will be responsible for any loss incurred, including direct costs and hotel cancellation fees, marketing costs, airfares, guarantees, the Continuing Education Conference Services fee, and other fees assessed by the conference hotel.

SECURITY

No data collected through our work will be bought, sold, traded, used, or shared outside Bradley University.

EXCEEDING YOUR EXPECTATIONS

Bradley University Continuing Education will send both a professional staff member and a support staff member to handle on-site check-in and conference support. Staff members will be available throughout the conference.

CONTINUING EDUCATION STAFF

Our 11-member staff has many years of experience in conferencing services, marketing, and summer sessions. Our employee satisfaction is high and our turnover is exceedingly low. We have implemented a culture of customer and employee satisfaction, with an emphasis on applying Stephen Covey's 7 Habits to help us become highly effective people.

You will work primarily with Susan K. Manley, Conference Services Director in the Division of Continuing Education, and with Debbie Devine, University Support.

REGISTRATION SYSTEM

Bradley University Continuing Education uses EventsAir, a comprehensive data management tool, to process registrations.

FEATURES

- Secure online registration, backed up to Bradley University's servers
- Registration for conference attendees and vendors
- Customized data fields to capture the data you need, including personal criteria
- Customized formats for all reports and queries
- Exportation of data into Excel, Word, or PDF
- Our software and our staff members meet industry standards for credit card security

CONCLUSION

We want to be your partner in delivering a superb conference experience. We have a stable and experienced staff, committed to customer service and lifelong learning. We would like to have your business, and we guarantee your satisfaction.

University Resource Committee Mid –Year Report

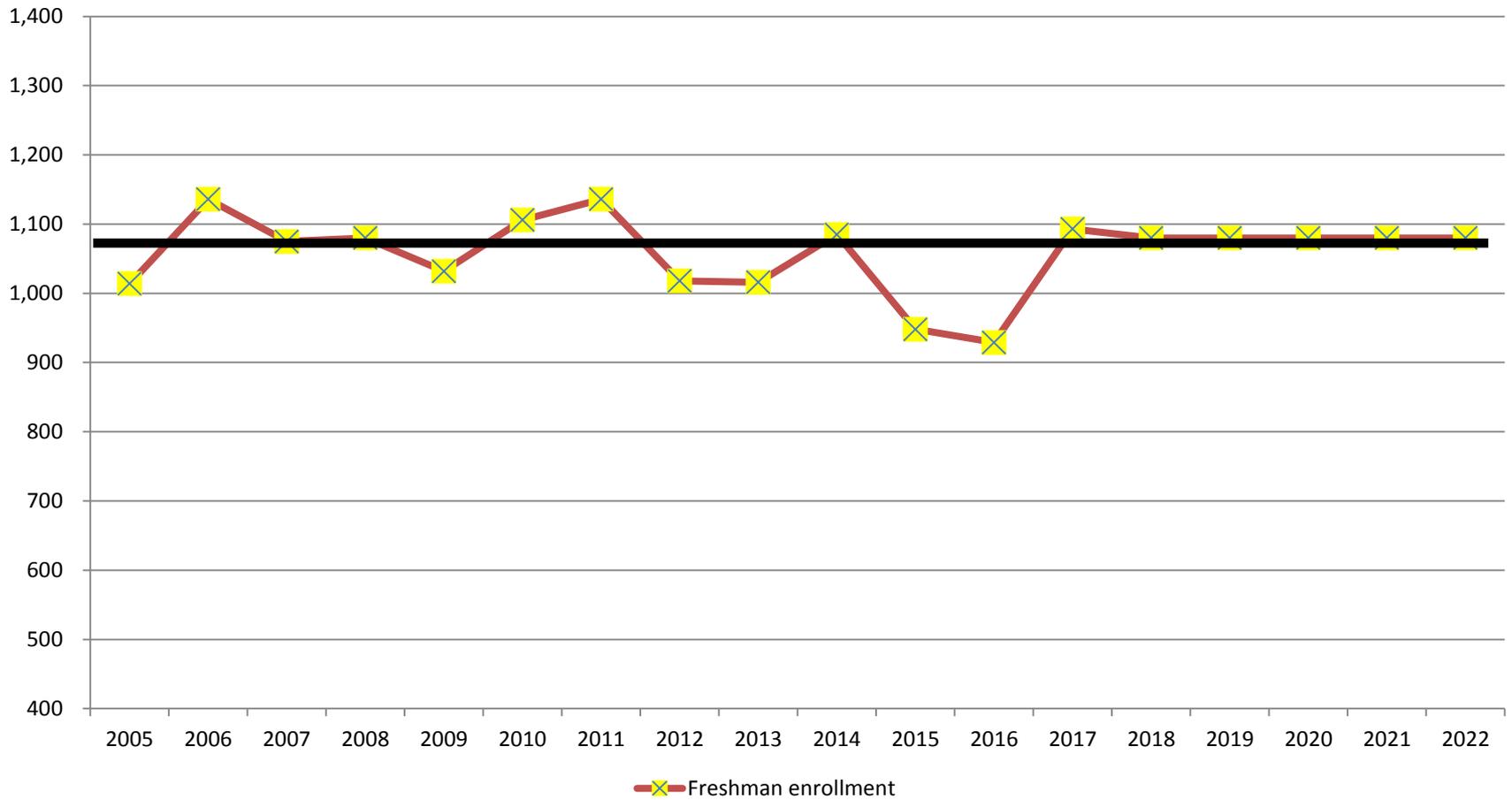
February 16, 2017

Based on data supplied to the
Committee in the Fall Semester, 2016

URC Report

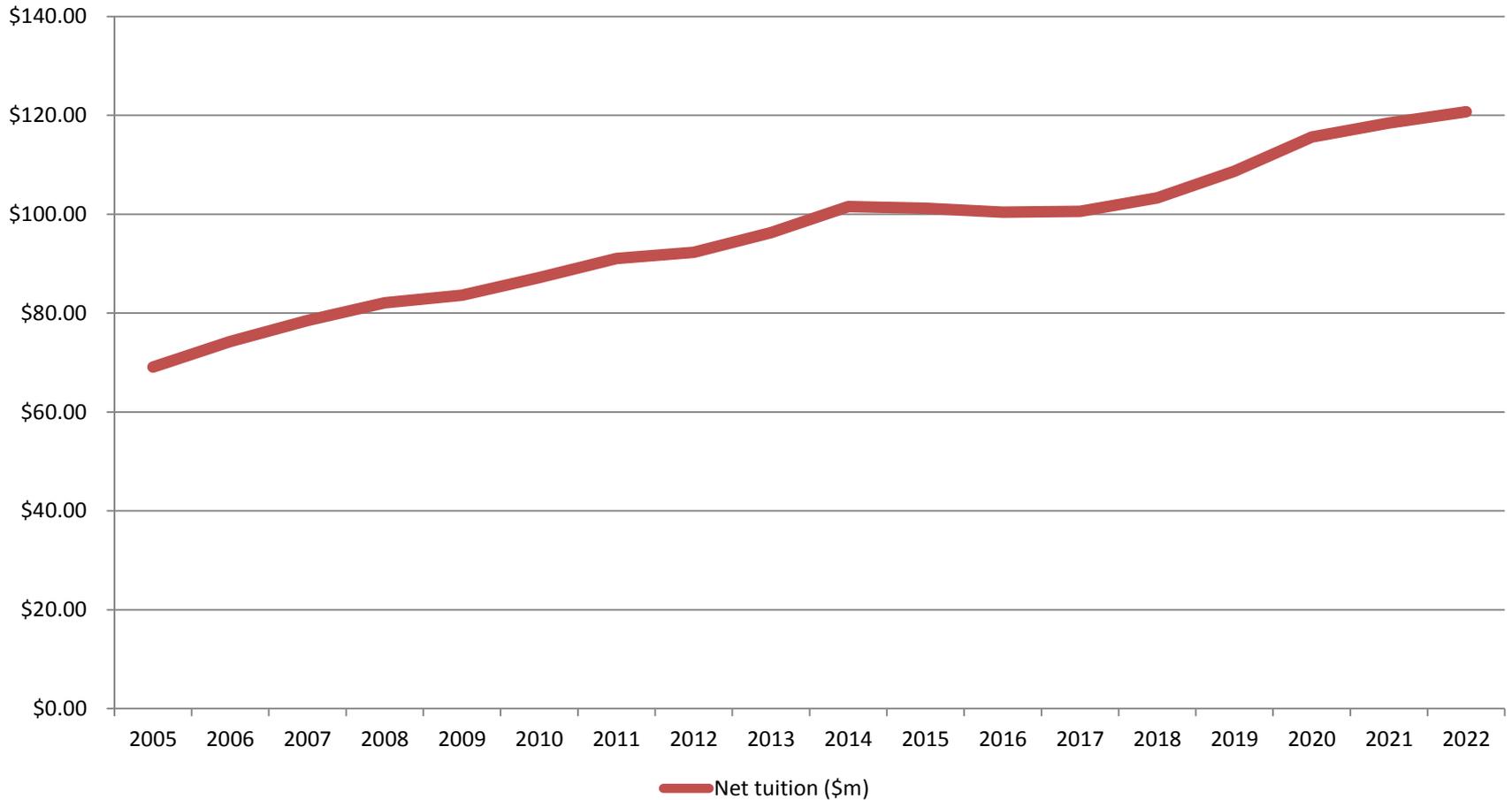
- URC Charge (I. e Article V 9.)
 - To **foster the compatibility of resource allocations** with overall University goals by focusing its attention on **University-wide and long-range decisions**
 - **To review and analyze policies, projections, procedures and results of University actions involving the acquisition and allocation of resources**
 - To consult with and discuss its findings with the faculty and other members of the University community
 - **To make periodic reports and recommendations** to the University Senate which may make recommendations to the President.
 - To **obtain timely and needed information** from the University Administration as required for the effective performance of its duties
 - To **consult with the University Administration** in preparing policies and procedures affecting resource allocation

Freshman Enrollment... "1080" target (1051 average from 2005 to 2017)

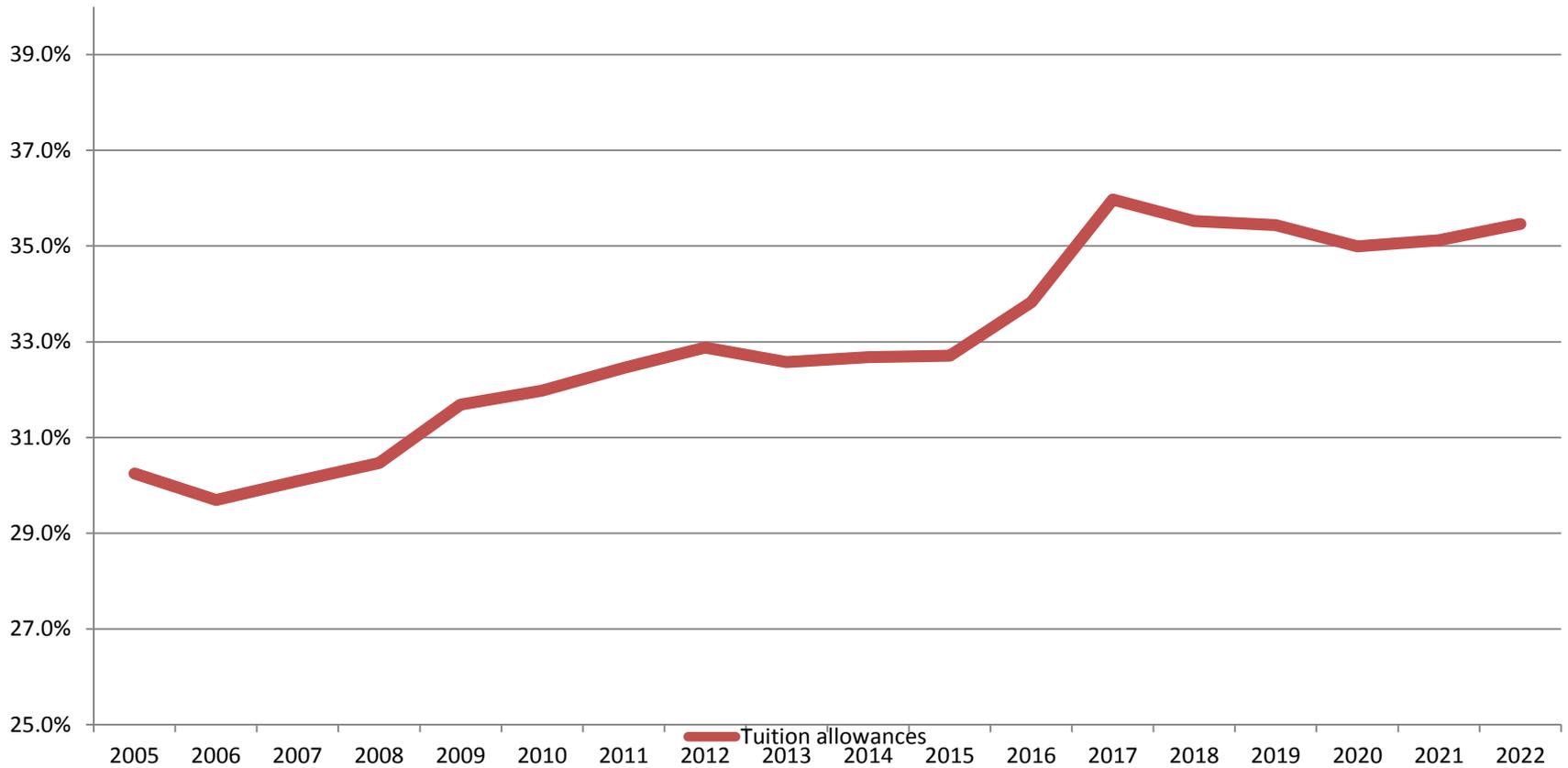


Net tuition growth (attributable to tuition rate increases)

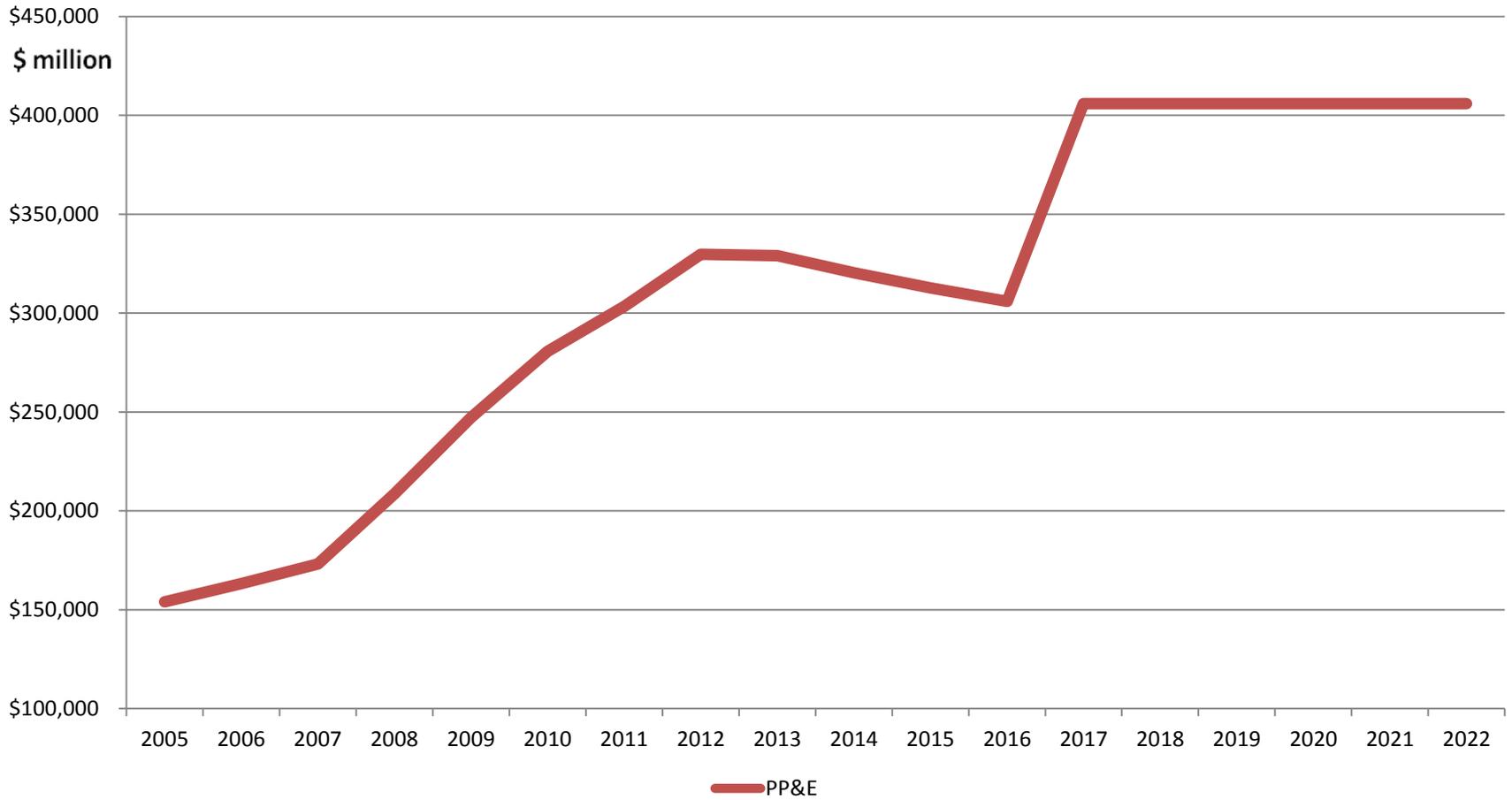
\$ million



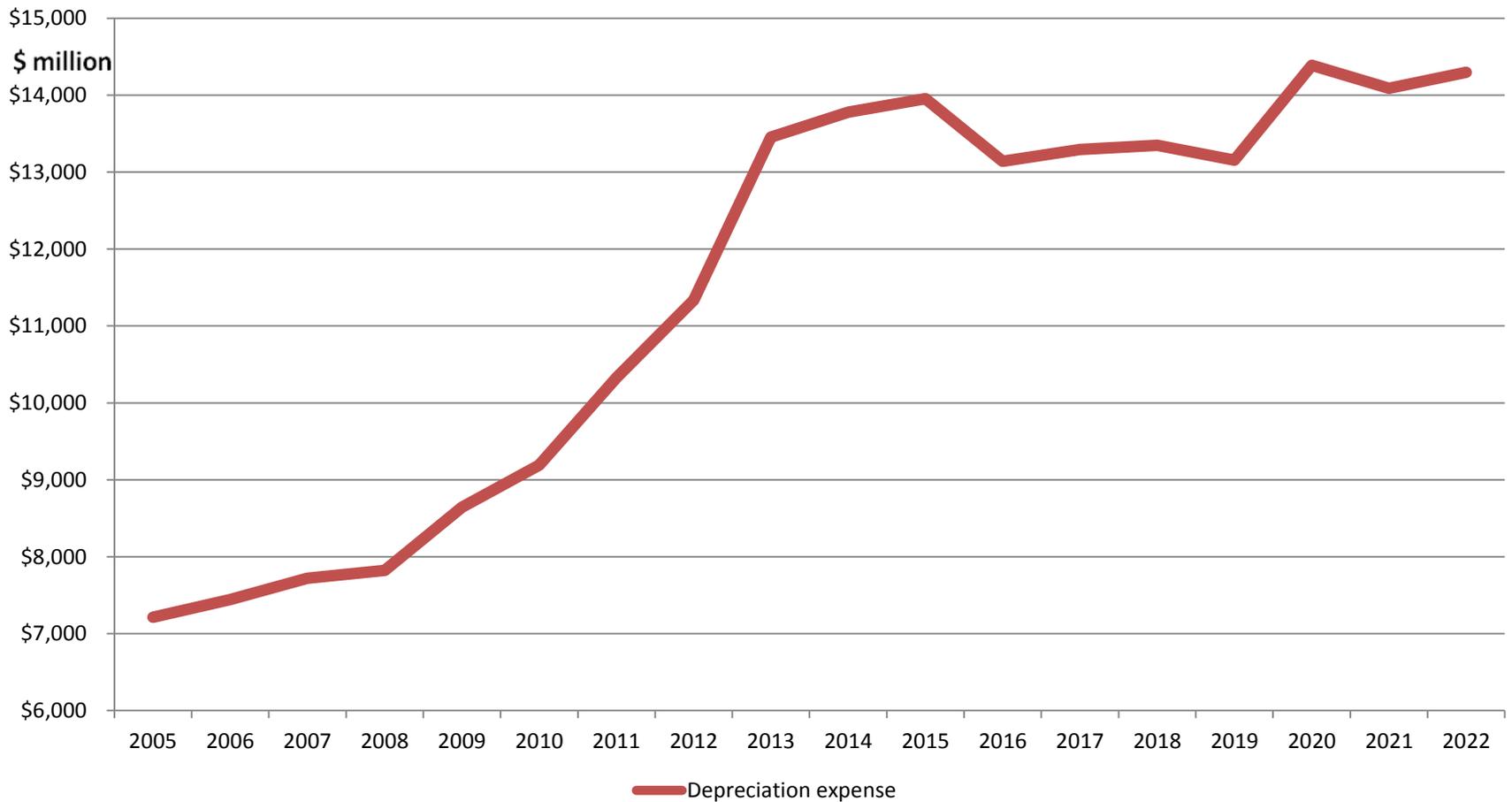
Tuition allowance steadily rising



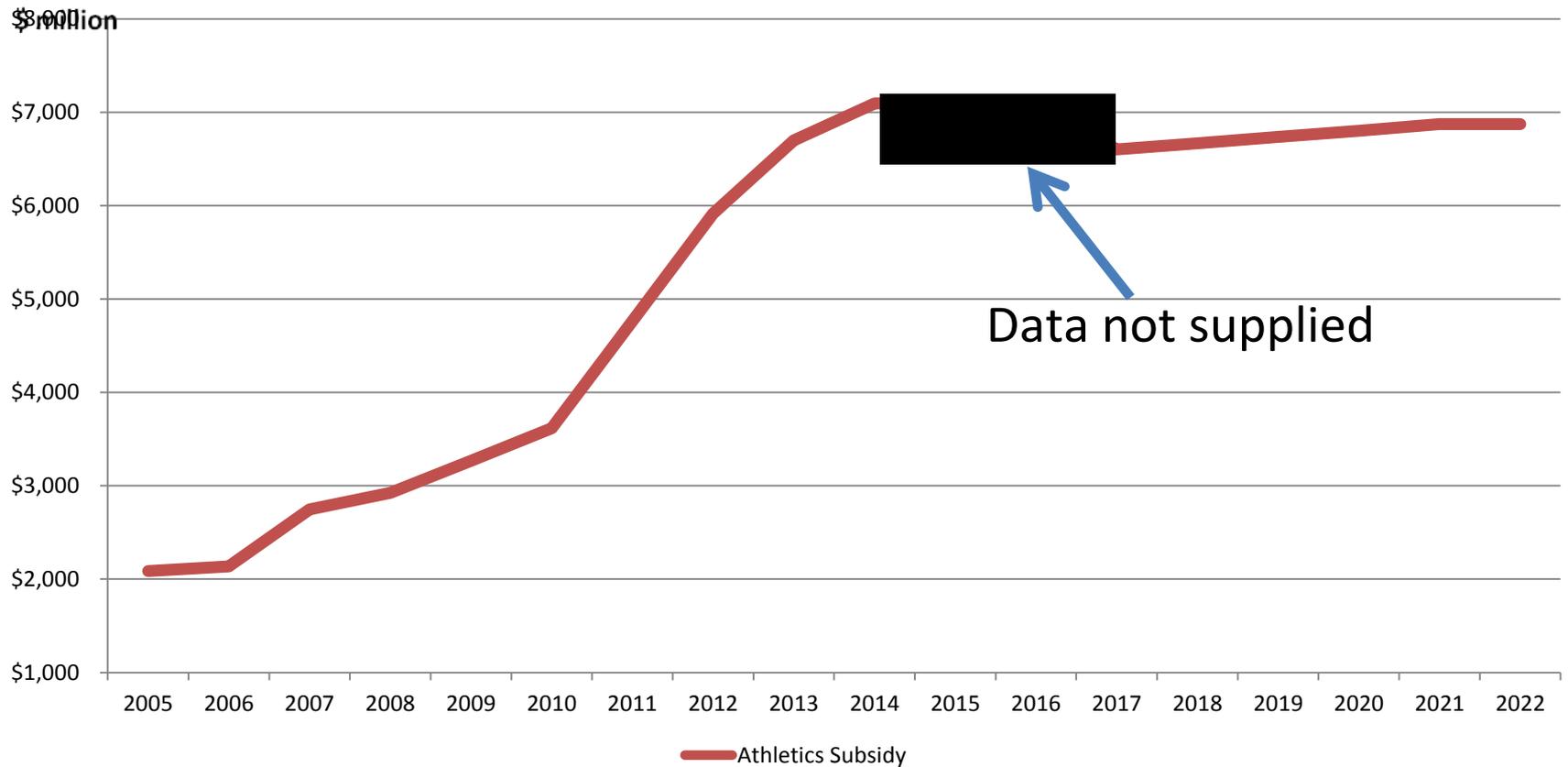
Capital Spending up... Property, plant & equipment (PP&E) up 2.6X... could exceed \$400m with Convergence



Building has pushed Depreciation Expense up from \$7m/year to \$14m/year (up 2X)



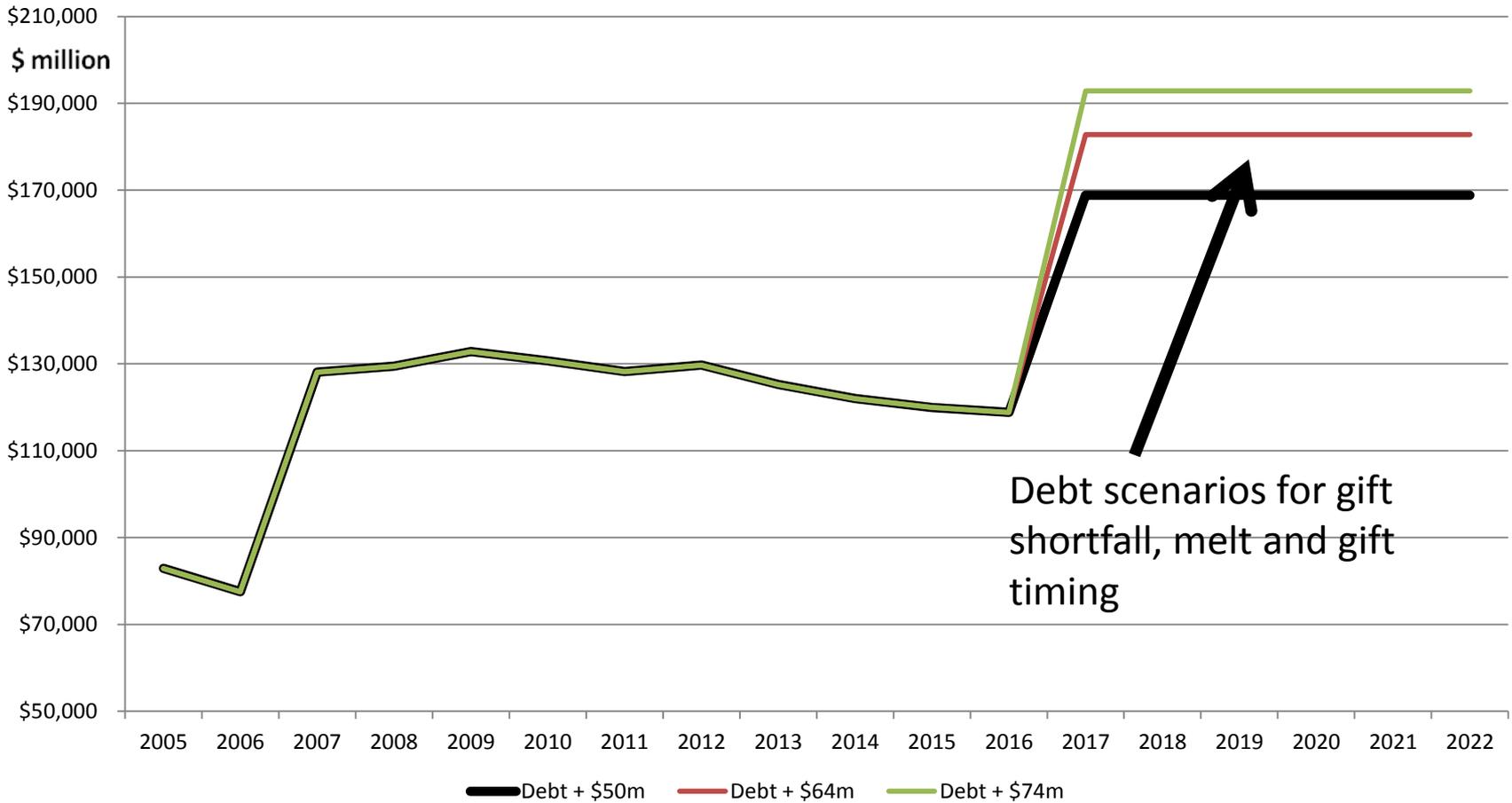
Athletics Subsidy up from \$2m/yr to \$7m/yr... 3X increase... holding in future



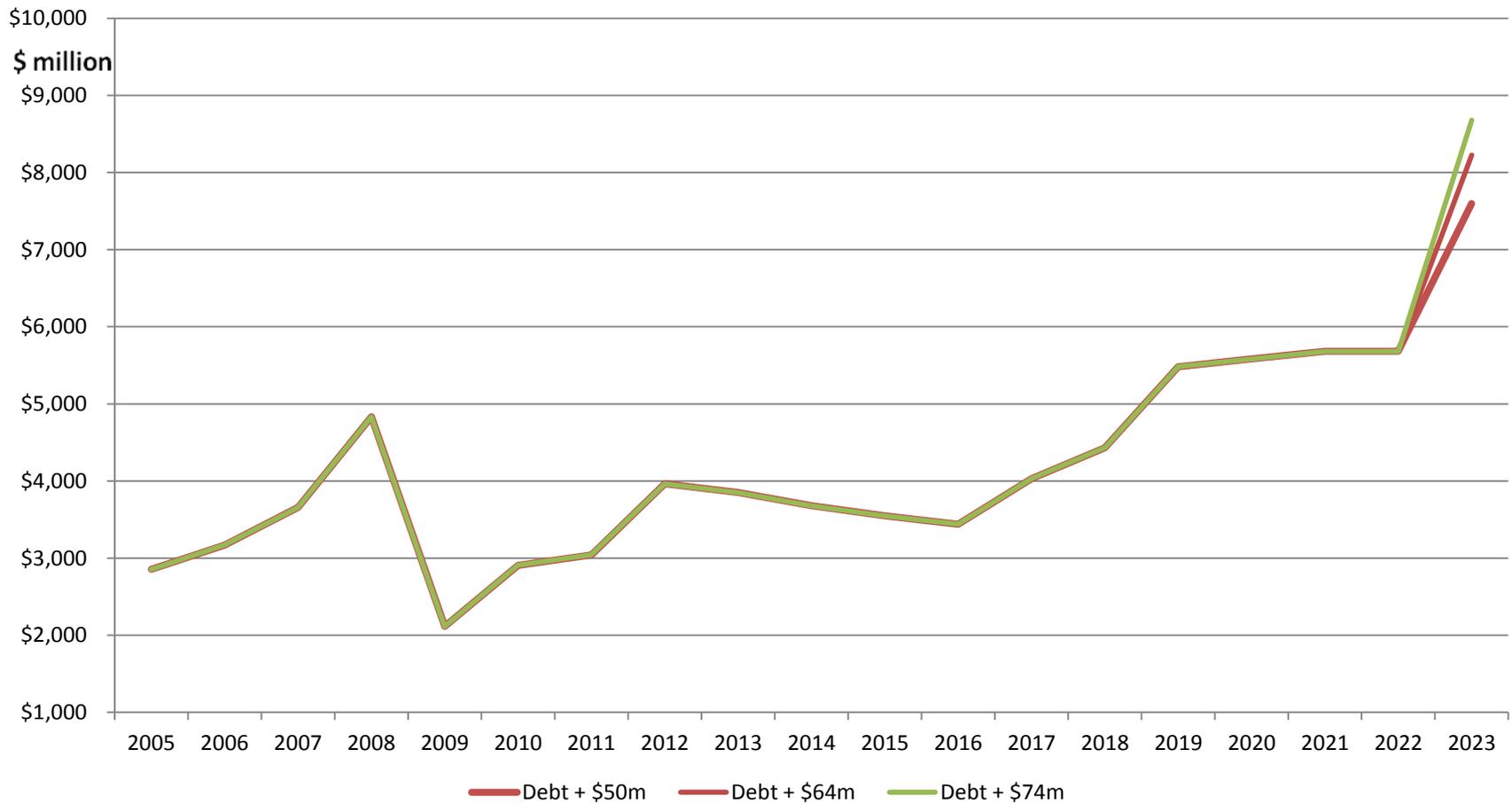
\$50m debt increase in 2007 (Renaissance)

\$50m debt increase projected in 2017 (Convergence)

Debt up to \$170m (2016 debt + new debt)



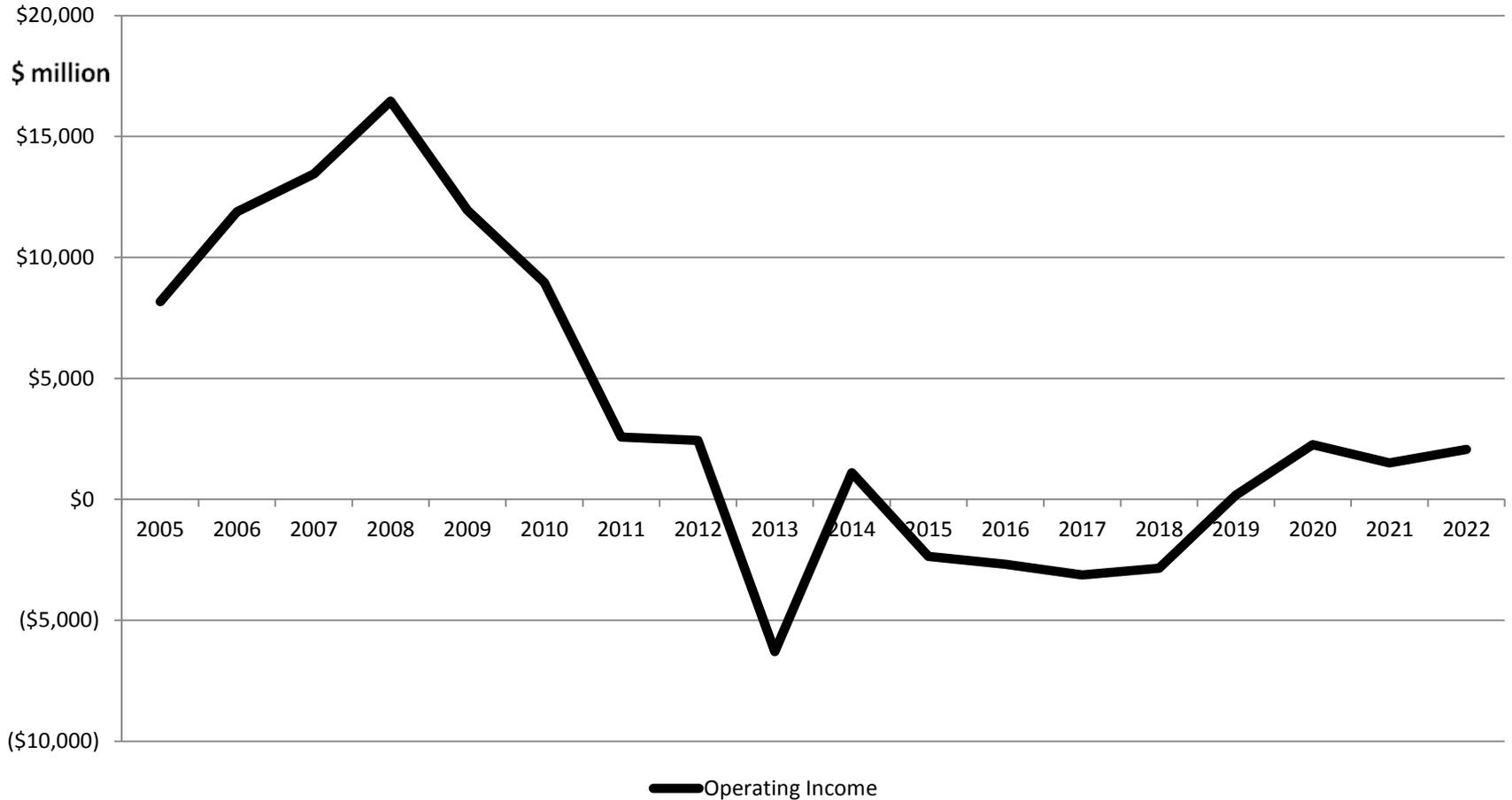
Interest expense up over 2X... interest could reach \$7m+ after 2022 when “favorable” rates expire (2023 interest estimated)



Additional interest expense on \$50m...

	<u>Debt</u>	<u>"Favorable Rate"</u>	<u>After 2023 Rate</u>	<u>After 2023 Rate</u>
	\$	<u>2.5%</u>	<u>3.5%</u>	<u>4.5%</u>
\$50m debt	\$50.0	\$1.3	\$1.8	\$2.3
+ \$14m gift shortfall	\$64.0	\$1.6	\$2.2	\$2.9
+ \$10m gift timing	\$74.0	\$1.9	\$2.6	\$3.3
	<u>Low</u>	<u>High</u>		
Current interest expense	\$3.4	\$3.4		
New interest expense	<u>\$1.3</u>	<u>\$3.3</u>		
TOTAL interest	<u>\$4.7</u>	<u>\$6.7</u>		

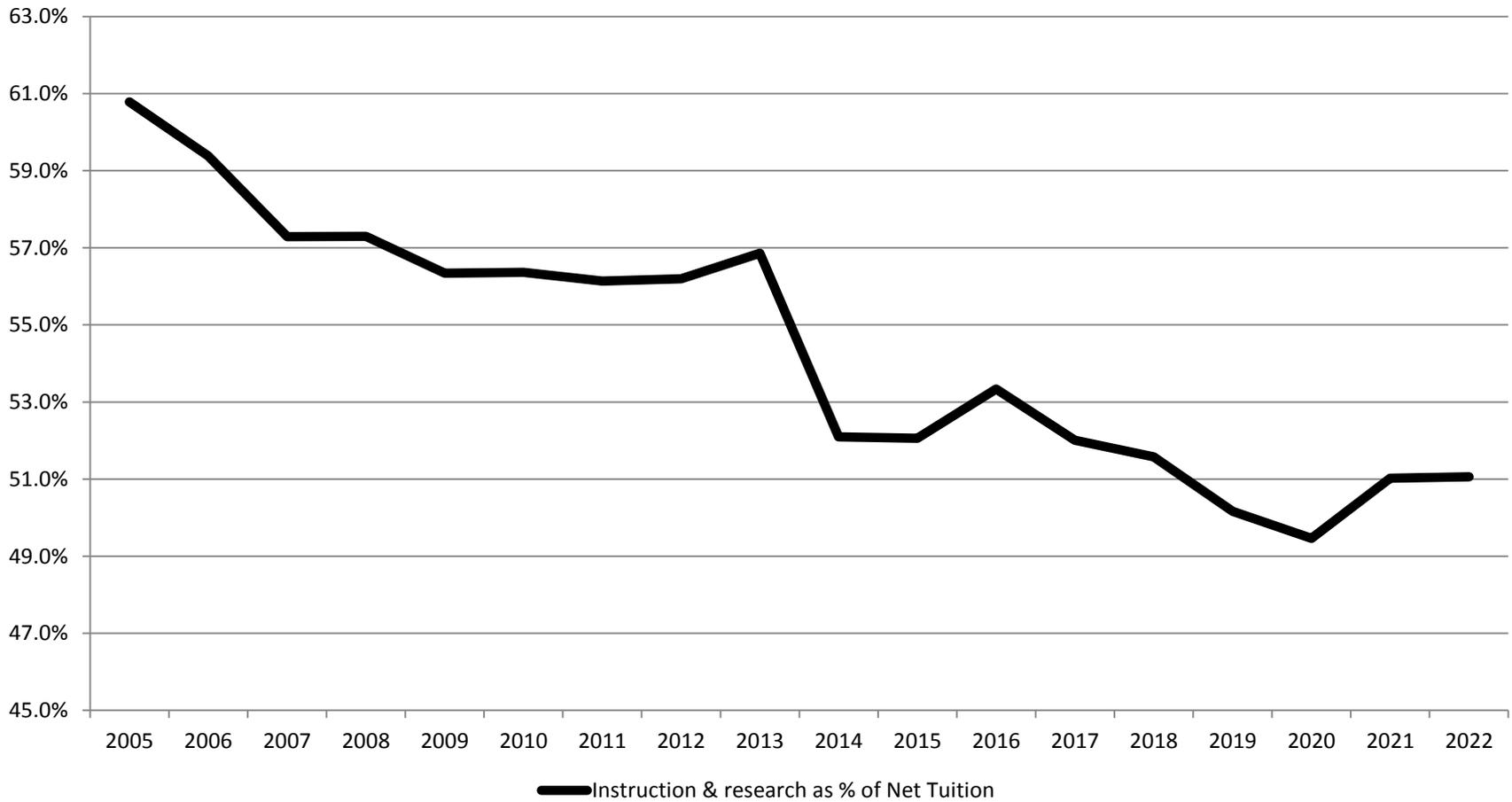
Operating Income – Structural deficit



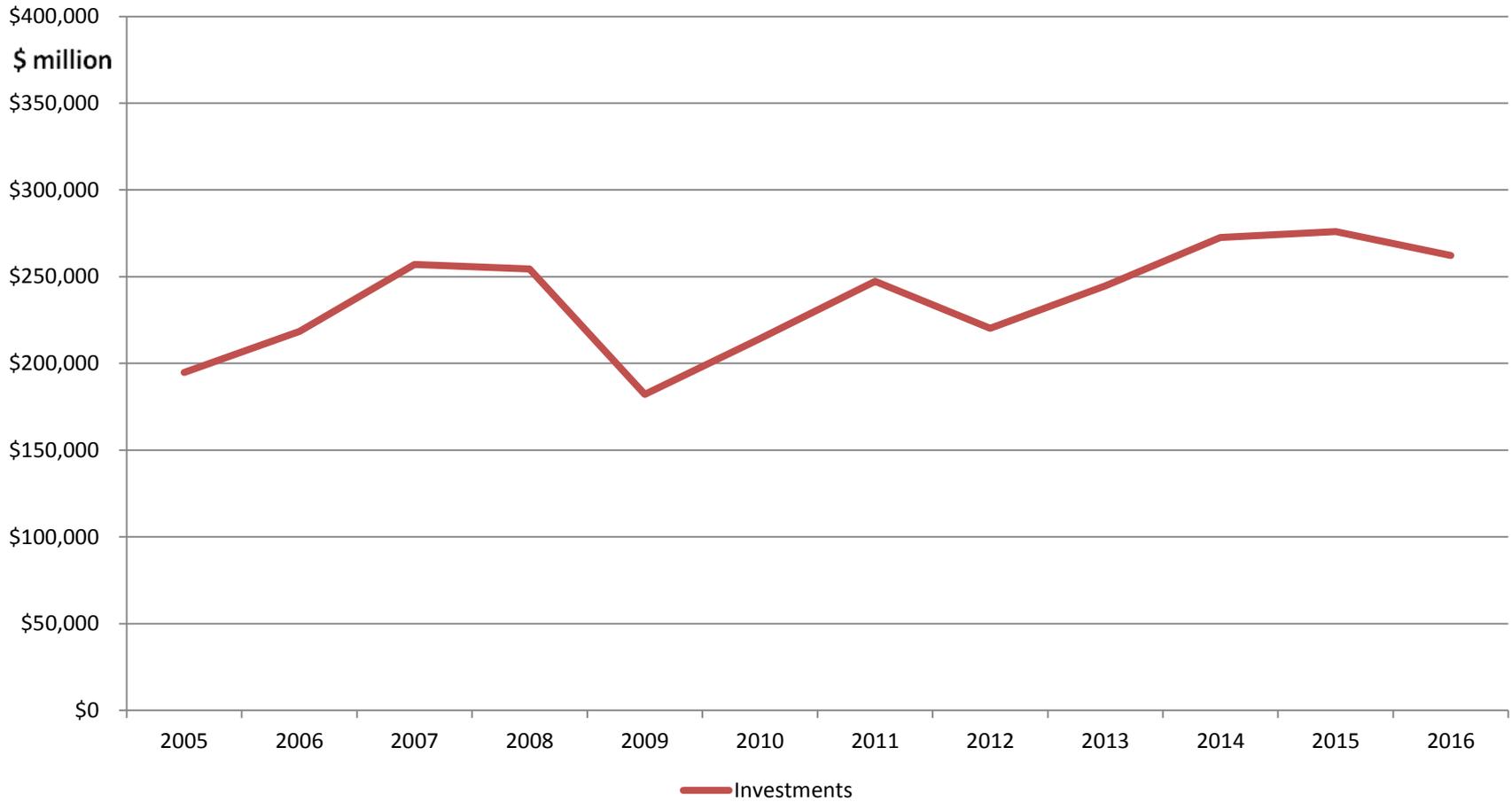
Structural deficit due in part to: **Debt/Interest... Depreciation expense... Athletics...**

- Debt/interest expense
 - Debt increased by \$50m in 2007
 - Debt to increase by \$50m+ for Convergence
 - Total debt to rise to \$170m (or more for gift shortfall, gift timing,...)
 - **Interest expense increase...** (up to \$3.4m in 2016... up to \$5.7m by 2021)
- Athletics subsidy to be maintained at current levels (\$7m)
 - **Athletics expense increase of \$5m/yr** (from \$2m to \$7m)
- Property, plant and equipment increased to \$306m in 2016... plus \$100m for Convergence could put PP&E up to \$400m
 - **Related depreciation expense increase of \$7m/yr** (from \$7m to \$14m)... non-cash, but operating expense impact

Declining resource share for Faculty, research, academics (Note – recovery in 2021 and 2022 reflects impact of \$3.2m in faculty increases)



Investments peaked at \$276m, down in 2016 to \$262m



Summary:

Debt, Investments and Operating Income

- Debt projected to increase to \$170m+
- Investments currently at \$262m
- Average operating loss of \$2.7m/yr from 2013 to 2018

PRMB

- \$14m resource reduction in 2016
- \$?? resource reduction in 2017
- PRMB information sessions to come
- PRMB impact on faculty/staff compensation?

Resource trends and decisions... over past 12 years... and over the next 5

1. PP&E up \$152m to \$306m (double)... up another \$100m for Convergence (PP&E could exceed \$400m)
2. Related annual depreciation expense up \$6m to \$13m (up 82%)... up another \$1m to \$14m
3. Athletics up from \$2m to \$7m (up 3X)... holding at \$7m
4. In 2007, borrowed \$50m to finance spending... borrowing planned for another \$50m to finance Convergence
 - Plus potential \$14m for gift shortfall?
 - Plus potential \$??m+ for “melt” and gift timing?
 - Total debt \$170m+
5. Annual interest expense up to \$3.4m in 2016... up to \$5.7m by 2021 (even with “favorable rates” for 5 years). Uncertain if there will be an interest increase in 2023 after “favorable rates” end
7. Lower projected resource share for faculty and academics: Instructor/net tuition spending down from 61% to 53% in (2005 to 2016); Further 2% erosion to 51% erosion

Questions

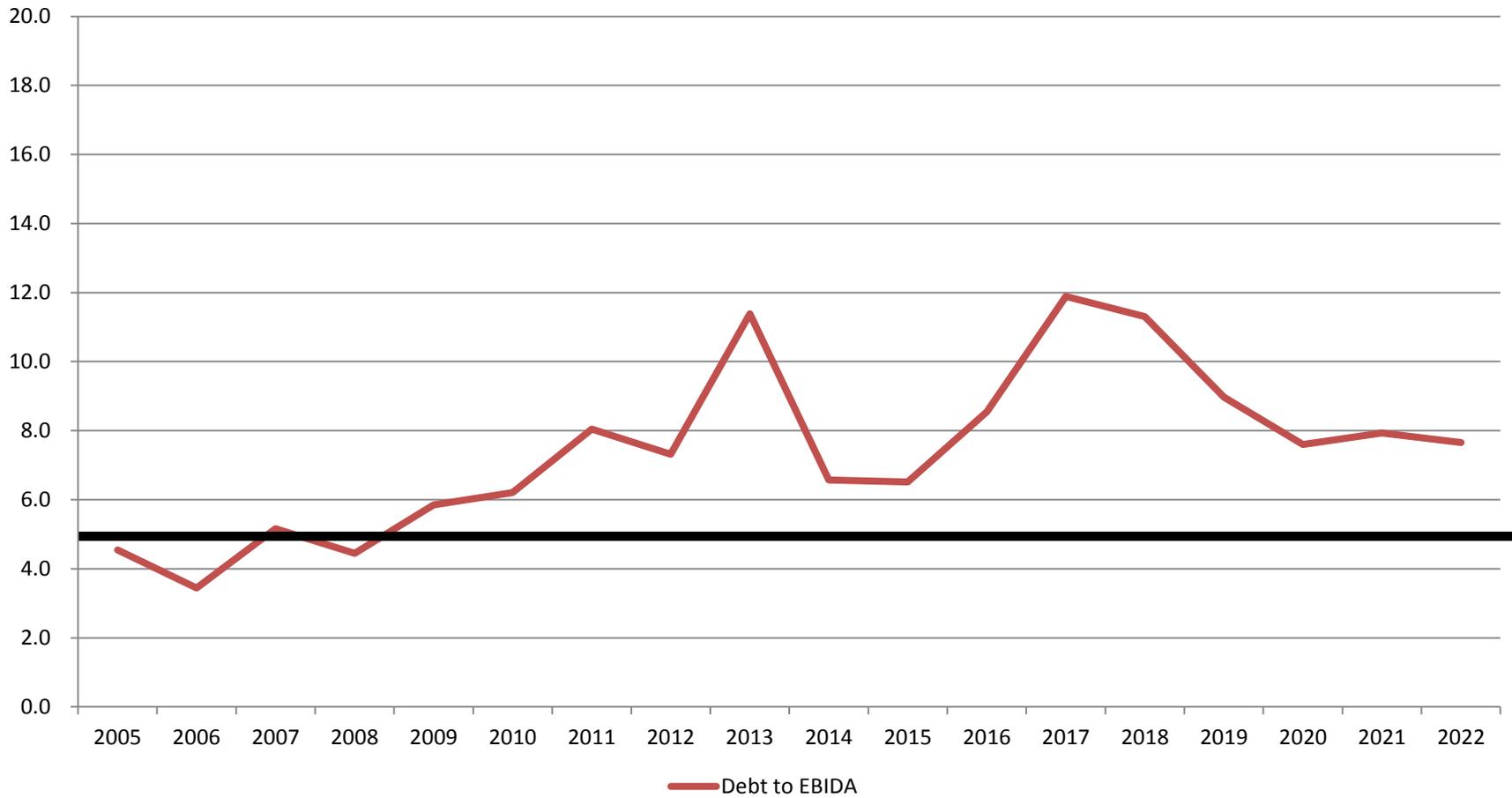
1. What will be the impact of the Convergence Complex funding on other strategic or operational initiatives for at least the next five years?
2. What will be the impact on University operations and resources of the \$50M+ in new debt?
3. What contingencies have been made if the 1,080 freshman enrollment and tuition allowances do not meet projections? Or if tuition rate increases fall short?
4. What impact will the projected debt have on faculty hiring and compensation?
5. What will be the impact on Bradley's resources of CAT's announcement of the move of global headquarters from Peoria?
6. What would be the impact if S & P report is downgrade?
7. What plans are in place to bring Athletics to previous levels?
8. What will be the Impact of construction on enrollment, retention and other operating risks?

Recommendations:

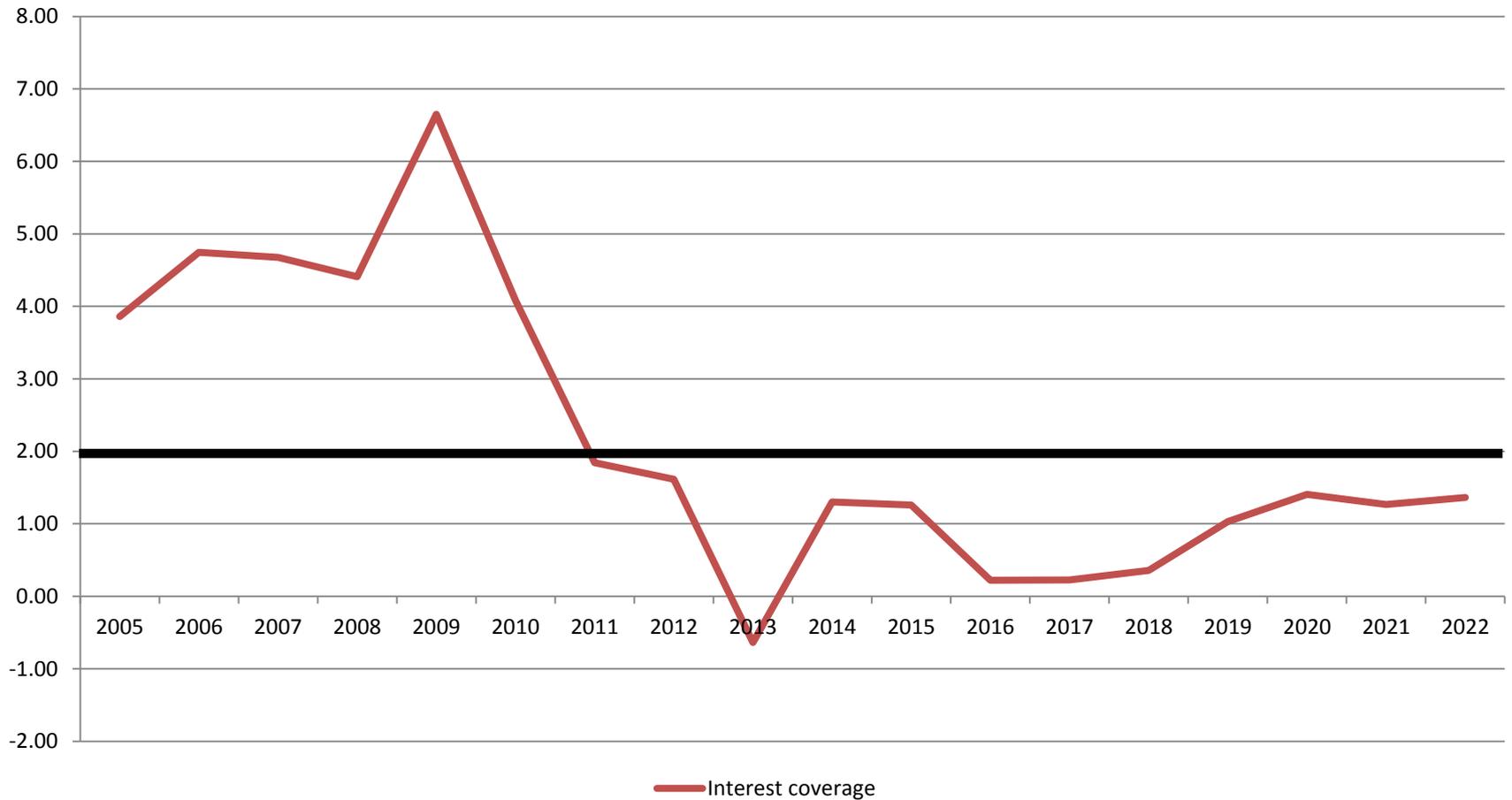
1. Update and complete financial analysis on Convergence including Balance Sheet and Cash Flow Statements (reflecting all cash flow affects) and showing various “what-if” and sensitivity scenarios
 - Show debt and interest impact of due to any “gifts shortfall”, “gift melt” and “gift timing” assuming that new debt is higher than \$50m
 - Extend 5-year time frame projection to fully consider interest rate risk after “favorable interest rate” period
 - Complete marketing and academic review to support “Convergence” concept
 - Consider capex renovation options and alternatives that could avoid/reduce the debt burden
 - Arrange information sessions to solicit opinions from faculty
2. Complete a 5-year detailed capex plan for the entire University to identify other capex and operating priorities and options
3. Include Convergence as part of the 5-year strategic plan process
4. Ensure transparent and competitive policies for all potential vendors (contractors, suppliers, lenders...)
5. Review Athletics and consider future options and alternatives if structural deficit is not resolved
6. Complete “post-capex” review and audits to ensure that spending achieved is planned objectives.

Appendix

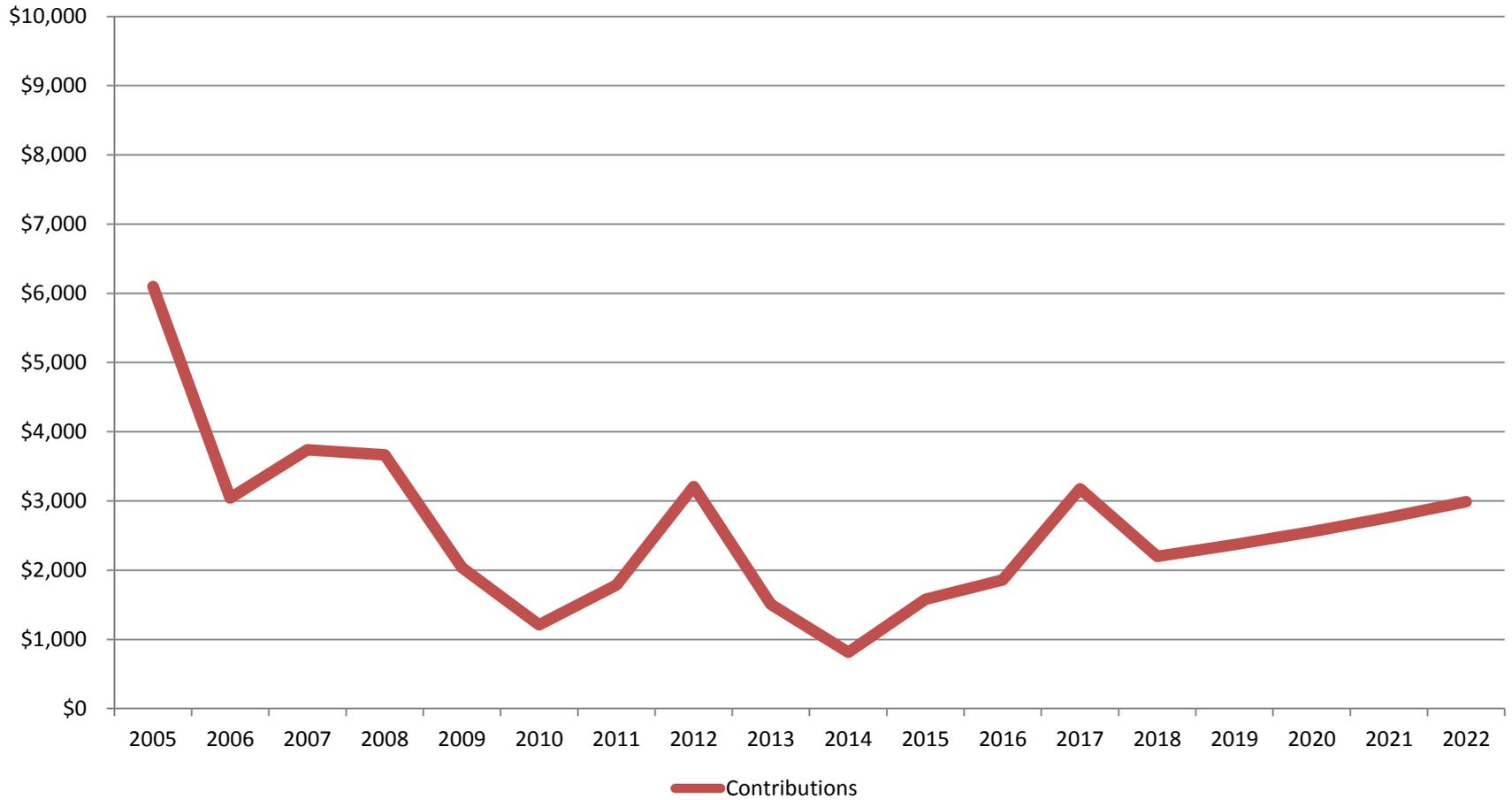
Debt Stress – Debt/EBIDA should be lower than 5.0



Interest expense stress... interest coverage ratio... Min of at least 2X

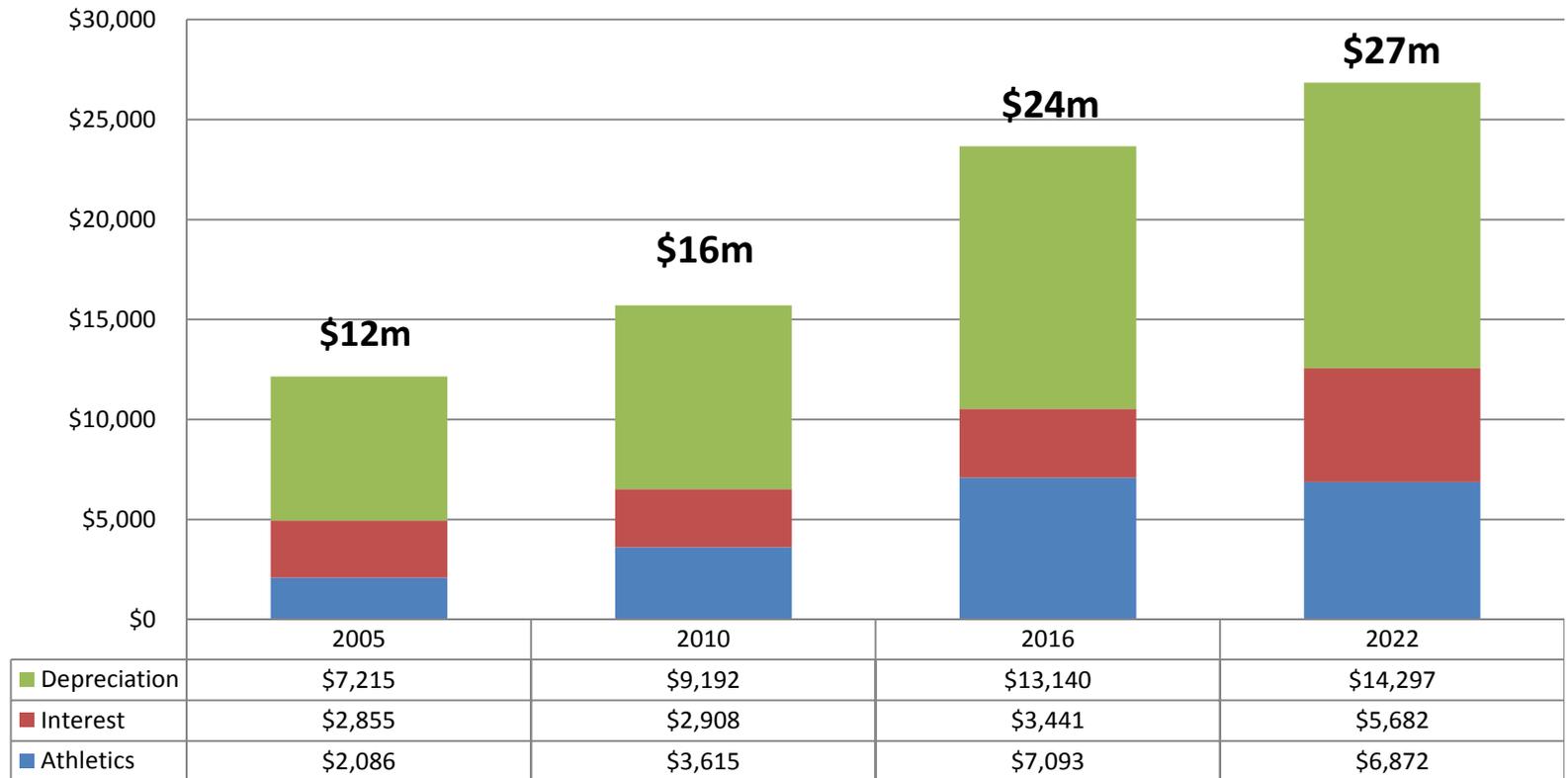


Contributions have averaged \$2.5m per year (2005 to 2016)



Structural expense growth

(Interest expense in 2023?)



2016 Athletics actually 2014 (2016 not available)

**Bradley University Senate
2016-2017**

December 7, 2016 – Fourth Regular Meeting

Faculty (please initial)

Blair, Eden	FCB	EB	Hawkins, Robert	CLAS	RH	Palakeel, Thomas	CLAS	TP
Bosma, Wayne	CLAS	WB	Heinemann, Steve	SCCFA	SA	Perry, Sandra	FCB	AJP
Brammeier, Heather	SCCFA	HB	Herman, Tony	CLAS	HT	Podlasek, Bob	CCET	MAR
Bruns, Laura	SCCFA	LB	Johnson, Celia	CEHS	CEJ	Portocarrero, Melvy	CLAS	MRF
Bukowski, Jeanie	CLAS	JB	Kelley, Andrew	CLAS	AK	Quan, Xie	SCCFA	
Carty, Tom	CLAS	TC	Khodair, Yasser	CCET		Reyer, Julie	CCET	
Courtad, James	CLAS	JC	Krishnamoorthi, K.	CCET	KM	Robin, Jennifer	FCB	RF
Drake, Teresa	CEHS	TD	Leach, Darcy	CLAS	LD	Schwend, Kelly	CEHS	KS
Dickhaus, Joshua	SCCFA	JD	Lewer, Joshua	FCB	JL	Shastry, Prashad	CCET	PS
Erickson, Deb	CEHS	ED	Lin, Tachun	CLAS	LT	Sinha, Amit	FCB	AS
Fakheri, Ahmad	CCET	AF	Lohman, Mark	SCCFA		Smith, Dan	SCCFA	DS
Flannigan, Peggy	CEHS		Lozano, Jose	CLAS		Stover, Naomi	CLAS	NS
Frazier, Meg	. Lib	MF	Lukowiak, Twila	CEHS	LT	Timm, Mathew	CLAS	MT
Gobeyn, Mark	CLAS	MG	McQuade, Kristi	CLAS	KM	Wayvon, Paul	FCB	PK
Goitein, Bernie	FCB	GB	Miah, Suruz	CCET	MS	Weaver, Priscella	CEHS	PW
Grant, Jean Marie	CEHS	JG	Newton, Lee	CLAS		Williams, Chris	CLAS	WC
Ham, Ethan	SCCFA	ER	O'Brien, Matt	FCB	MOB	Yoo, John Jung-Woon	CCET	YJW

Ex-officio (please initial)

Students (please initial)

Akers	Lex		Kindler	Andy	AK	Student Body President	Jenna Dellaria	JD
Anna	Gary	AG	Malinowski	Olek	AO	Graduate		
Bakken	Jeffrey	JB	McAsey	Mike	MB	Undergraduate		
Bury	Sandra	SB	Radson	Darrell	DR	Undergraduate		
Cluskey	Molly		Roberts	Gary	GR			
Galik	Barbara		Sattler	Joan	JS			
Heuser	Jake	JH	Skaggs	Jobie	JS			
Huberman	Jeffery	JH	Thomas	Nathan	NT			
Jones	Chris	CJ	Zakahi	Walter	WZ			

