

Bradley University Senate
Agenda
Sixth Regular Meeting of the 2016-2017 Senate
3:10 p.m. - 5:00 p.m., March 23, 2017
Michel Student Center – Ballroom A

I. Call to Order

II. Announcements

III. Approval of Minutes

- A. Fifth 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. Committee on Curriculum and Regulations

Curriculum

- **Course Additions**
 - 151574 M E M E 498 ME Senior Research Project I
 - 153019 M E M E 499 ME Senior Research Project II
 - 153276 E E ECE 227 Electrical Engineering Fundamentals
 - 153430 SEI SEI 330 Technical Creativity and Innovation
 - 151893 AAS AAS 401 Community Engagement in African American Studies

 - 153516 MTH MTH 114 Applied Finite Mathematics
 - 154961 RLS RLS 114 Introduction to Judaism

- **Course Modifications**
 - 151572 M E M E 410 Mechanical Engineering Senior Project I
 - 151586 M E M E 411 Mechanical Engineering Senior Design Project II
 - 152645 E E ECE 200 Engineering Co-Op
 - 153277 M E M E 403 Mechanical Engineering Systems Laboratory
 - 153278 M E M E 303 Instrumentation and Measurement
 - 153279 M E M E 415 Introduction to Heat Transfer
 - 153297 LAS LAS 101 Arts and Ideas Seminar
 - 153431 HIS HIS 204 American History and Global Systems since 1877
 - 155566 ENG ENG 336 20th and 21st Century American Literature
 - 155568 ENG ENG 364 20th and 21st Century British Literature

155822 NUR NUR 410 Adult Health IV: Nursing Care of the Patient with
Multi-System Challenges (T)
155867 M E M E 441 Mechanical Control Systems
156640 E E ECE 221 AC Circuits and Systems Laboratory
156764 E E ECE 100 Introduction to EE: Circuits and Digital Systems Laboratory
156765 E E ECE 207 Simulation and Analysis for Electrical Engineers
156894 BUS BUS 100 Contemporary Business
156938 SOC SOC 320 Social Theory
157034 BUS BUS 400 Senior Consulting Project
157068 ETE ETE 108 Conceptualizing Math for Teachers II
157069 ETE ETE 116 Introductory Field Experience
157070 ETE ETE 120 Early Childhood Professional Roles and Responsibilities
157071 ETE ETE 210 Human Development from Birth to Young Adulthood
157072 ETE ETE 227 Development of the Early Adolescent
157073 ETE ETE 228 Strategies for Middle School
157074 ETE ETE 260 Children's Literature
157075 ETE ETE 310 Teacher Performance Assessment
157160 BUS BUS 401 Senior Consulting Project II

- **Major Modifications**

153275 M E Mechanical Engineering
156850 FCS Hospitality Leadership

- **Major Deletion**

156694 EGT Engineering Physics

- **Minor Modifications**

149225 AAS African American Studies
155696 ENG Literature

- **Concentration Modifications**

153280 M E Biomedical Concentration
153281 M E Energy Concentration

- **Core Curriculum Additions**

151592 RLS RLS 320 Muslim-Christian Relations
152733 WLC WLF 341 French Literature II
154019 RLS RLS 105 Church History
154020 RLS RLS 305 Early Christianity: Monasticism

Executive Committee of the Graduate Faculty

- **Major Deletions**

155299 NUR BSN/MSN Education

Regulations

On-line Academic Calendar Master 2017-August 2021

B. Admissions and Retention. Proposed Handbook Language

1. The functions of the Committee on Admissions and Retention shall be:

- A. In consultation with the Division of Enrollment Management, to review policies and practices to achieve enrollment goals;*
- B. In consultation with the Divisions of Student Affairs and Academic Affairs, to review policies and practices to achieve retention and graduation goals;*
- C. To review the effectiveness of admission and retention practices and to report findings and recommendations to the appropriate University offices and to the Senate;*
- D. To review University policies and decisions that affect the total University climate with respect to enrollment and retention of students.*

The Committee shall act in an advisory capacity to appropriate University offices in making recommendations for their consideration.

2. The Committee on Admissions and Retention shall consist of:

- A. One full-time faculty member from each of the undergraduate Colleges, nominated by the Dean of the College for recommendation by the Executive Committee;*
- B. One At-Large faculty member selected by the Senate Executive Committee;*
- C. Two representatives from the Division of Enrollment Management to be recommended by the Vice President for Enrollment Management;*
- D. Three representatives from the Division of Student Affairs to be recommended by the Vice President for Student Affairs;*
- E. One student selected by the Student Senate;*
- F. The Director of Orientation and Advisement, who shall serve ex officio.*
- G. Members shall serve for two-year staggered terms.*

3. The Chairperson of the Committee shall be elected by and from the members of the Committee.

C. Contractual Arrangements. Proposed Experience vs Credentials Handbook Language

Faculty teaching at the graduate level should have a terminal degree or relevant experience in the field in which they are teaching. Faculty teaching at the undergraduate level should have a masters degree or relevant experience in the field in which they are teaching. Professional experience may be considered in lieu of academic qualifications in making faculty appointments. Situations where professional experience is accepted in lieu of academic qualifications will be

considered based on guidelines established by each college and approved by The University Provost and Senior Vice President for Academic Affairs.

D. Faculty Grievance Committee Report (Attached)

E. Tenure Promotion and Dismissal Committee Report (Attached)

VIII. Unfinished Business

IX. New Business

X. Adjournment

Faculty Grievance Committee

2016-2017

The Faculty Grievance Committee (FGC) reviewed one case during the fall semester. A second petition was received, but was incomplete and was subsequently withdrawn. Following is the timeline of the committee's work.

Summer 2016 – Notified of a grievance petition

August 2016 – FGC met and realized there would need to be additional elections to populate the committee due to sabbatical and resignation from the university.

September – November 2016 – FGC reviewed the petition, requested materials and additional information from individuals, conducted interviews, and submitted their recommendations to President Roberts.

Additionally, the committee reviewed the Faculty Handbook on the Faculty Grievance guidelines. It was felt the wording and protocol are clear and needed no changes.

Report submitted by:

Celia Johnson: FGC Chair

Report on Proposed Changes to the Faculty Handbook

Charged by the Faculty Senate

To

The Tenure, Promotion and Dismissal Committee

Tenure, Promotion and Dismissal Committee

Stephen Banning (Chair)

Charles Bukowski

Abdalla Elbella

Elena Gabor

Michael McAsey

March 22, 2017

This report is in response to a charge from the Faculty Senate to propose changes in regard to the Tenure, Promotion and Dismissal Committee (TPD) entry in the Faculty Handbook. The TPD Committee is comprised of Stephen Banning (chair), Charles Bukowski, Abdalla Elbella, Elena Gabor and Michael McAsey.

An early discussion was on whether the concern pertaining to whether a student filing a harassment complaint against a professor should be required to meet with the professor first as an early step in the process. While this is of paramount concern, it does not pertain directly to our committee. The TPD Committee does not deal with students directly and only faculty who would be in a latter stage of the process. Rather, the solution seems to be changing the language in the Faculty Handbook pertaining to the Student Grievance Committee and the Faculty Grievance Committee.

This report, therefore, will cover four other areas. These include: 1) a technical change, 2) faculty guidelines pertaining to the Family Medical Leave Act, and 3) a possible change in the Faculty Handbook related to non-tenured faculty.

1. Technical Change

The first recommended change is minor, technical and easily remedied. The Faculty Handbook instructs the TPD Committee to “tape” certain proceedings. The word “tape” in the Faculty Handbook TPD entry needs to be changed to “audio record through digital or other means.” The word “tape” or “taped” occurs four times in the entry. See page 95, number 3, paragraphs j and k. Also, see Appendix A for current language and the recommended change.

2. Interpreting FMLA

The second recommendation pertains to the Family and Medical Leave Act (FMLA) which touch on two questions: 1) Can a person using the FMLA be required to research or do other activities while on FMLA leave? 2) Can a person who has used the FMLA leave, be penalized for failing to do research or other activities while on leave? This matter is acutely important in regard to tenure-track faculty and is not addressed on pages 42 and 43 of the Faculty Handbook, which addresses the FMLA.

According to Bradley University Human Resources Director Nena Peplow, faculty under FMLA cannot be given assignments that must be done during FMLA leave. We believe a clarification in the Faculty Handbook is in order. We believe the Faculty Handbook needs to spell out that this is against federal law and Bradley University Human Resource rules. See Appendix B for the recommended change.

3. Possible changes in Faculty Handbook related to Non-Renewal of Non-Tenured Faculty

The third recommendation is related to long-term, full-time, non-tenure-track faculty. Such faculty are intended to be short-term faculty but have somehow become long-term. In the interest of fairness to these faculty, we propose the following: if a person with more than six years of continuous, full-time, non-tenure-track service is not to be renewed, then that person must be given (a) a one-year notice that a contract will not be forthcoming and (b) written notice of why they are not being renewed. See Appendix C for relevant sections in the Faculty Handbook that indicate the types of positions that faculty can hold and the expectations of length of service in such positions. Appendix D contains the proposed addition to the Handbook.

There is a remaining item in section II.E.7.c, p. 103. If a non-tenured faculty member is not to be renewed and if the faculty member alleges that the non-renewal is a violation of academic freedom or a violation of making an appointment with prejudice, then the matter will be heard by the Tenure, Promotion, and Dismissal Committee in the manner of Dismissal Procedures (II.E.7.g p. 94). The Dismissal Procedures are clearly written for the cases of someone who is being dismissed for cause. The person is being taken out of teaching in the middle of the semester because of some significant fitness issue of the faculty member. As such these procedures do not apply to non-renewal of a non-tenure track faculty member. We suggest that there be specific procedures written to hear a case of a non-tenured faculty member who is not being renewed and alleges one of the two violation stated in II.E.7.c, p. 103. The present TPD Committee has not undertaken to do this, but recommends that it be done.

Appendix A

Current Entries and Suggested Changes on Page 95 of the Faculty Handbook

Current Entry on Page 95 of the Faculty Handbook

I. **Tapes** will be made of Committee sessions in which evidence is provided to the Committee. It shall initially be explained to the witness that such **tapes** will be made, and that they will be held in strict confidence, and that they will be destroyed after the Committee has made its recommendation to the President. A typewritten copy of the taped hearings will be made available to the faculty member only at the faculty member's request in cases of dismissal, as required in Dismissal Procedures.

J. Sessions in which the Committee reviews evidence and makes its decisions will not be **taped**, unless the Committee decides otherwise. Neither **tapes** nor transcripts of such sessions, if made, will be available to any party and will be destroyed by the Committee after making its recommendation to the President.

Suggested Changes on Page 95 of the Faculty Handbook

I. ~~Tapes~~ **Audio recordings** will be made of Committee sessions in which evidence is provided to the Committee. It shall initially be explained to the witness that such ~~tapes~~ **audio recordings** will be made, and that they will be held in strict confidence, and that they will be ~~destroyed~~ **erased** after the Committee has made its recommendation to the President. A typewritten copy of the ~~taped~~ **audio recorded** hearings will be made available to the faculty member only at the faculty member's request in cases of dismissal, as required in Dismissal Procedures.

J. Sessions in which the Committee reviews evidence and makes its decisions will not be ~~taped~~ **audio recorded**, unless the Committee decides otherwise. Neither ~~tapes~~ **audio recordings** nor transcripts of such sessions, if made, will be available to any party and will be **erased and/or** destroyed by the Committee after making its recommendation to the President.

Appendix B

Current Entry and Suggested Change on Pages 42 and 43 of the Faculty Handbook

Current Entry on Pages 42 and 43 of the Faculty Handbook

Under the Family and Medical Leave Act of 1993 (FMLA), employees may have up to 12 weeks of paid and unpaid, job-protected leave to "eligible" employees for certain family and medical reasons. Employees are eligible if they have worked for the University for at least one year and for 1,250 hours over the previous 12 months. This leave will be granted to care for the employee's child after birth, or placement for adoption or foster care, care for the employee's spouse, son, daughter, or parent, who has a serious health condition or for a serious health condition that makes the employee unable to perform the employee's job. All paid leave must be used before unpaid leave begins. Employees are required to provide a 30-day advance notice when "foreseeable" and a completed medical certification. Certification forms are available through the Personnel and EEO-AA Office, 239 Sisson Hall.

Suggested Change on Pages 42 and 43 of the Faculty Handbook

Under the Family and Medical Leave Act of 1993 (FMLA), employees may have up to 12 weeks of paid and unpaid, job-protected leave to "eligible" employees for certain family and medical reasons. Employees are eligible if they have worked for the University for at least one year and for 1,250 hours over the previous 12 months. This leave will be granted to care for the employee's child after birth, or placement for adoption or foster care, care for the employee's spouse, son, daughter, or parent, who has a serious health condition or for a serious health condition that makes the employee unable to perform the employee's job. All paid leave must be used before unpaid leave begins. **Employees are not required to do research or other work during FMLA leave.** Employees are required to provide a 30-day advance notice when "foreseeable" and a completed medical certification. Certification forms are available through the Personnel and EEO-AA Office, 239 Sisson Hall.

Appendix C

a. Sections of Faculty Handbook Relevant to recommendation 3

(Faculty Handbook, Revision 2.11a – August 16, 2015)

II.E.7.c. p. 103 Non-reappointment of non-tenured faculty

II.E.7.g p. 94 Dismissal Procedures

Additional sections of the Handbook about kinds of faculty appointments:

b. Full-time and part-time positions not eligible for tenure, consisting of the following ranks:

Instructor In-Residence

Assistant Professor In-Residence

Associate Professor In-Residence

Professor In-Residence

Distinguished Professor In-Residence

The criteria for determination of rank in in-residence appointments are the same as those stipulated for full-time tenure-eligible positions. While there are a variety of circumstances in which an in-residence appointment may be appropriate for a department, it is expected that they will entail only a brief association with the University. (See Annual Contracts). (See p. 35 for description of these positions)

c. Special Appointments, not eligible for tenure, consisting of the following ranks:

1) Adjunct

2) Visiting Professor

3) Affiliate Instructor

4) Research Professor, Research Associate Professor, or Research Assistant Professor

5) Emeritus Status

(See p. 36 for the descriptions of Special Appointments. These positions are “clearly limited to a brief association with the University.”)

Under 2. a on p. 37:

c. With the exception of Special Appointments [See Special Appointments, not eligible for tenure (see p. 36)], and reappointments of retired faculty members under special conditions, all full-time appointments are of two kinds:

a) Probationary appointments;

b) Appointments with continuous tenure.

Faculty in probationary status for more than two years have special provisions for non-renewal: (see p. 34)

e) Regardless of the stated term or other provisions of any appointment, written notice that a probationary appointment is not to be renewed will be given to the faculty member in advance of the expiration of the appointment, as follows:

(1) (in first year of service ...)

(2) (in second year of service ...)

(3) At least twelve months before the expiration of an appointment after two or more years of service at the University.

Appendix D

Current Handbook language (p. 103) followed by proposed changes

c. Non-Reappointment of Non-Tenured Faculty

If a faculty member on probationary or other non-tenured appointment alleges that a decision not to reappoint was based significantly on considerations in violation of (1) academic freedom or (2) governing policies on making appointments without prejudice with respect to race, sex, religion, or national origin, the allegation will be given consideration. The matter will be heard in the manner set forth in Dismissal Procedures except that the faculty member making the complaint is responsible for stating the grounds for the allegation, and the burden of proof shall rest upon the faculty member. If the faculty member succeeds in establishing a prima facie case, it is incumbent upon those who made the decision not to reappoint the faculty member to come forward with evidence in support of their decision.

Proposed Handbook Language

c. Non-Reappointment of Non-Tenured Faculty

If a faculty member on a non-tenure track appointment has been in continuous service in primarily a teaching role in the fall and spring semesters for 6 or more academic years, then if the faculty member's service is no longer desired, that person will be given written notice at least twelve months before the expiration of an appointment. In addition, at the same time as the previously specified notice, the faculty member will be given an explanation for the reason(s) for non-renewal.

If a faculty member on probationary or other non-tenured appointment alleges that a decision not to reappoint was based significantly on considerations in violation of (1) academic freedom or (2) governing policies on making appointments without prejudice with respect to race, sex, religion, or national origin, the allegation will be given consideration. The matter will be heard in the manner set forth in Dismissal Procedures except that the faculty member making the complaint is responsible for stating the grounds for the allegation, and the burden of proof shall rest upon the faculty member. If the faculty member succeeds in establishing a prima facie case, it is incumbent upon those who made the decision not to reappoint the faculty member to come forward with evidence in support of their decision.

Bradley University Senate

Minutes

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

The meeting was called to order by Senate President at 3:10 PM.

II. Announcements

1. The Sinha Situation: Amit Sinha agree to serve as Secretary in play of Sandy Perry. There was no objection to moving the ratification to a later time during the meeting.
2. Wendy Schweigert has been elected to another term as Faculty Ombudsperson. Wendy, thanks for your willingness to continue to serve.
3. Strategic Planning Committee meeting with various stakeholders are continuing. We are presently scheduling meetings with academic departments. If there are Senators who would like to help out with these interviews, let me or Jenny Grueing Burge know. If departments have not an opportunity and are interested in meeting, department chairs could be reminded to send an email and effort would be made to fit them in.
4. The report from Continuing Education is a shortened version of a report presented by Janet Lange to Senate Exec at our request. We are interested in having that committee review its charge and thought it would be appropriate for Janet to come talk to Senate Exec about the functions of Continuing Education Division, the Continuing Education and the relationships between the two prior to starting the review of the committee's charge. We also thought it appropriate for Janet to give a brief verbal report to the full Senate today and be available to answer questions before the committee begins the review of its charge.
5. Information about Postretirement Medical Benefit Info Sessions is forthcoming, I believe in the VP for Business Affairs report.
6. Board Meeting
 - a. Discussion of CAT's move; the budget, development, and athletics; recruiting, admissions and retention efforts; sexual assault awareness efforts; the ongoing strategic planning process.
 - b. Most importantly from the campus communities' perspective, the decision to go forward with Engineering/Business building project. Based on what I heard (and said) at the meeting, it is my impression that the Board is well informed about the risks and benefits of going forward with the project at this time. I believe President Roberts and the Resource Committee will address these issues in some detail their reports.
7. Finally, because I would like, if at all possible, to move forward with the Posthumous Degrees Policy proposal, we will consider it prior to the URC report.

III. Approval of Minutes

- A. Fourth Regular Meeting of the 2016-2017 Senate, December 7, 2016. Senator Jean Marie Grant moved to approve the minutes from the Fourth Regular Meeting of 2016-17 academic year. Senator Darcy Leach seconded the motion. The Senate voted to approve the minutes

with all votes casts were to approve.

IV. Reports from Administrators

A. President Roberts

Admissions Update: admissions and deposits are up 19.5% increase as of this point compared to last year. There are a number of moving pieces but at this point the current year number looks optimistic. The transfer deposits are also up. However, the international applications are down. In general, the admissions number looks strong.

Business Engineering Complex: The building is being called the Business Engineering Complex. The term Convergence Center gives the impression that the Business and Engineering curricula would be 'blown up'. That is just not the case. The primary purpose is to give these two colleges a new state of the art home which they desperately need. It may facilitate interdisciplinary work by students, but the vast majority of the activity in that building would be similar to what has gone on in the past. The board has approved the building and has also approved a borrowing of fifty million dollars. Entering into contracts as long as it is below 90 million dollars. The construction drawings are almost done will be put out for bids. The total cost including architect fees, demolition costs, e.tc, the project will approach a 100 million dollars. One half of the project will be paid for by loans the other half will be paid for by private fund raising. Right now, 36 million has been committed. We have another 10 million that comes from CAT gift that is settling in escrow. We would like to raise the 14 million and would prefer not to use the CAT gift. We have secured offers from banks. The terms are better than originally expected. A rating change from Standard and Poor's will not change the terms of the loans. The Provost's office is working on the business school relocation for the next two years. Most of the faculty and staff will be in campus town. The move will occur after the spring graduation.

Athletics: Trustees are committed in keeping the athletics program. It is very easy to say that athletics runs a deficit and we could remove athletics and invest in the academic side and we could be a great university. That is just not the case. Besides, not much money to saved. The only way we save money is to complete abolish that is just not the case. Moving to D2 and D3 would not say much. The athletics subsidy has been reduced from 6.4 million in fiscal year 2015 last year to 5.9 million last years, and there may be more reduction year. Almost one and half million dollars are contributed by students who are athletes but are not on athletic scholarships. The total cost of our athletic program is probably less than four million dollars. There is very little savings to be had. If we were to serious conversations about doing away with athletics programs, the alumni reaction would be nuclear. Pledges would fall off. Brand would change. While athletics is not the core to the mission of the university but is essential. Benefits of the athletics are often intangible. There is no plan to increase investments in athletics. Revenue growth would be invested back into academics. We are committed to athletics and hope we do not get bogged down in counterproductive exercise. Everybody is doing a good job and we should give them a chance without handicapping them.

Financial projection: The resource committee is presenting its report. The numbers are essentially accurate and we won't disagree with the numbers. In a few years prior to my arrival, Bradley struggled in enrollment and budget deficit cuts morale. Two ways to address the situation: shrink our way out, or we can be more optimistic and grow our way out. The second approach is riskier and that is the approach Bradley needs to adopt. We can do it, if we roll up our sleeves and adopt the can do attitude. The following have been accounted for

in the five-year projections: (a) expenses will increase because of the building, (b) tuition increase of 2.5%, room and board increases of 3%, (c) freshmen enrollment of 1080, (d) retention rate of 87%, (e) current discount rate will be maintained, (f) 460 online enrollment every year, (g) 650-750 graduate enrollment, (h) athletic subsidy of 200,000 more than last year, (i) annual increase of 1.75%, 2.5% of equity adjustment, and 3.2 million for faculty salary initiative. Significant deficits are being projected for the next two years: 3 million this year, 3.8 the next while FY 19, break even. Years beyond that we are projecting surplus. We are well positioned to succeed and the future is bright.

B. Senior Vice President of Academic Affairs and Provost Zakahi

The 2017 University Expo is coming up. It is on April 12. This is a real point of pride for Bradley University. I encourage you to participate. The President mentioned a salary adjustment. The contract that you will receive on March 1, will not include this information. You will receive the information about the regular merit based information. The salary adjustment would be based on CUPA mean but will also be based on merit. The longtime goal is to bring faculty above the CUPA mean. If faculty are at or above the mean, they will not receive anything. The next visit from Keeling and Associates would be just after Spring break. A question was asked why are employing an external consultant. A suggestion to that effect was around from this body. The hope is to bring the report to this body by the end of this year, but it may be difficult. It may be brought to this body in the fall for action.

C. Senior Vice President of Financial Affairs Anna

The President provided a balanced report and there is an interim report by the Resources Committee. I did go back to the comments I made in Spring 2014 and those comments seem relevant today. After the backdrop information, I read exactly the following:

“Early in the presentations I highlighted the challenges in higher education market as contained in a recent S&P industry review...and also spoke about Bradley’s strength which can help us counter-effect those market forces. They briefly bear repeating...

- Good students
- An applied product that generally relates well to market (placement rates)
- A comprehensive university
- A helpful endowment (over ½ technically unrestricted)
- Pricing, that when coupled with quality, shows as a “best value” (low, relatively speaking, student loan/default rates)
- Committed and caring faculty/employees

However, this market presents real challenges – which I suggest we should see as compelling opportunities for this university. We have to execute (auxiliary services), and we have to clearly priorities. Three years ago I said faculty salary initiative, benefit configuration, and yes – sharpening or reposition certain program and support services where appropriate. I have constructively dialogued with the President, the Provost and our Deans and will be forwarding to the President a formal recommendation that our Planning processes have to be re-energized, in addition to basic operational execution.” That ends my written remarks.

Walter just spoke about the faculty salary initiative. And he is reenergizing the planning process which I believe has languished for a bit when we were going through the transition.

Admissions operational execution is as good as, if not better, than what we have had for the last 30 years of this institution.

A few of us will soon meet with the contractual arrangement committee to help define the communication of the forthcoming post-retirement health benefits changes AND the increase in university match to our TIAA plan, that seems to be lost in the shuffle. The follow up campus meetings will be announced very soon to allow for choice before the end of April.

Our endowment at the end of January was approaching \$290 million, in large due to nice moves in the market. 55% of the endowment is technically unrestricted, although it's all working to support campus indicatives.

In spite of expectation for a current manageable operating deficit – with another to likely follow next year, we continue to see \$8-10 million of positive cash flows from operations because we are managing accordingly, that has allowed to redeem some of the internal borrowing. And funded a residence hall and campus wireless upgrades that should have been 3 years ago, and funded the library upgrades to two floors. These were both seen as strategic in nature based on feedback from users, our leadership team, our strategic plan and yes, our board of trustees, and not by Gary Anna.

And, in two weeks the President, Controller and I will have an update call with S&P. This will have no effect on our financing package for the Business and Engineering Complex. The involvement and presentations that Walter, Jake, Gary Roberts and Pratima and I have had with our potential creditors for the Business and Engineering complex and their positive reactions (knowing our profile as well as they do) have actually prepared us nicely for our update with S&P.

V. Report from Student Senate President Dellaria

The Student Senate President could not attend the meeting. Senate President Timm present the report. The full written report is below:

Smoke Free Campus Update

After conducting research, collecting student feedback, and identifying the necessities of becoming a Smoke Free campus, a new proposal was submitted by Student Senate at the end of last semester. Senate is currently working with University Senate and President Mat Timm to coordinate with the faculty on moving forward with this initiative. I appreciate all help and support that Senate has received regarding this policy.

Preferred Pronoun

Student Senate is working collaboratively with students and faculty on a confidential and discrete system to allow students to identify their preferred pronoun. This term refers to their identification based on gender. Therefore, transgender students may have the ability to identify as their appropriate gender on the registrar and class lists. The purpose of this resolution is to accommodate for transgender or non-binary gender individuals who prefer to use their preferred pronoun selectively in comfortable situations. Last Spring, a Preferred Name Resolution was passed with the same concept, but instead being able to select their

preferred name on Webster and the registrar. We are now adding this to our current resolution to keep updated on part initiatives. This resolution will be voted on during Student Senate General Assembly on February 20th.

Sexual Assault Awareness Campaign

As a new effort in our Sexual Assault Awareness campaign, Senate is focusing our attention towards all survivors of sexual assault. This new campaign is titled "Senate Stands with Survivors" and the main goal is to promote any resources that survivors may need as well as to show our sympathy and compassion for all individuals who have been sexually assaulted. This campaign started the first weekend back to campus at a LNBU event. A large chalk board was signed by many individuals who support this campaign and the survivors. Any student, staff, or faculty that signed the board received a teal ribbon to wear in support of Sexual Assault Awareness.

Respectfully Submitted,

Jenna Dellaria
Student Body President

VI. Reports from Standing Committees

- A. Senate Exec – Ratification of Amit Sinha as Senate Secretary
Senator Jene Marie Grant moved the motion. A second is unnecessary as the motion is coming from Senate Exec. The motion was approved.

- B. Continuing Education – see attached
Janet Lange presented the report.

- C. University Resources: Moved to after the discussion about the Posthumous Degrees Award.

Question: Bradley's athletic spending compared to other Universities

Answers: There is a ramp up in spending due to football. At some point down the road, schools may have to sub-divide the organization. No single school can unilaterally withdraw from athletics.

Comment: Athletics programs are not making money.

Response: While athletic programs are not making money, the university itself may not be losing money.

Question: Did you compare revenue against debt. For example, we have a revenue of 170million or so per year? Did you look at the amortization schedule and how the debt would be serviced?

Answer: Our net revenue is around 100 million dollars. Our debt would 170 million dollars. No, I have not seen the amortization schedule.

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.

Questions and Answers

Question: Who notifies the parents about this opportunity? If the student is turned down, who notifies the parents?

Answer: There is no formal notification. If an inquiry is made, it would be easy to direct the family.

Comment: There were objections raised at C&R and at the previous Senate meeting. Those objections have not been addressed.

Response: Objections were raised and was voted on and the motion passed.

Question: Is offering a degree or recommending a degree a charge of ARDR?

Answer: We were charged with Senate and C&R to develop a policy. ARDR responded to the charge and did not initiate this on its own.

Comment: Changing this policy at this time would take time. If we do not pass this, we would go with another year without such a policy

Motion was called to voted: Motion passed.

IX. New Business

Discussion about location for Senate meetings for next year. This room with bad visual or downstairs (Marty Theater) with good visual. Room to do horse shoe and have good visual. Improvements in audio visual in this room should be expected. Meetings would be schedule in this room under that assumption. How about Hayden-Clark center? Wonderful suggestion that would be followed up.

X. Adjournment

Meeting adjourned with a motion and second.

University Resource Committee Interim Report

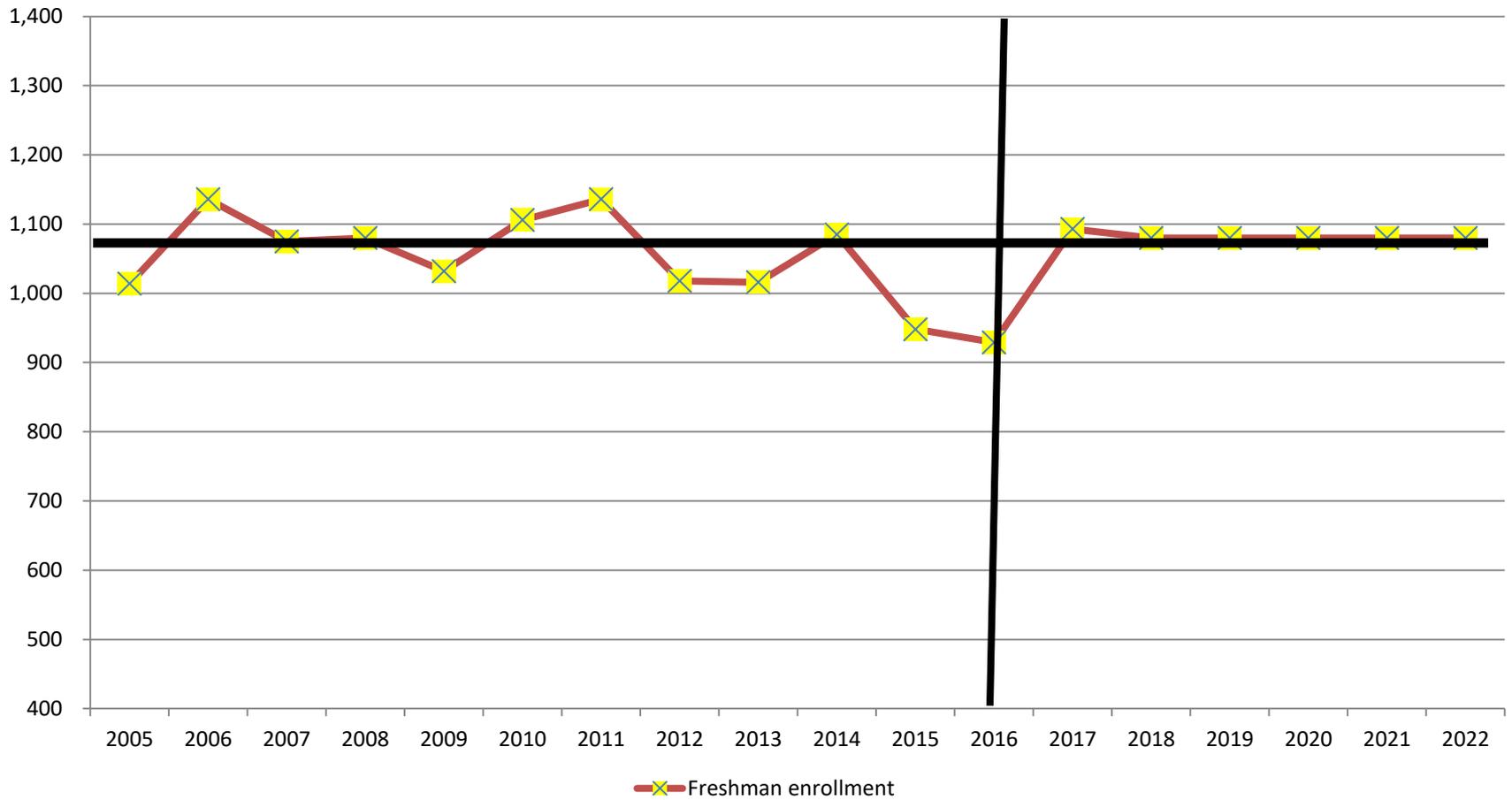
February 16, 2017

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

URC Report

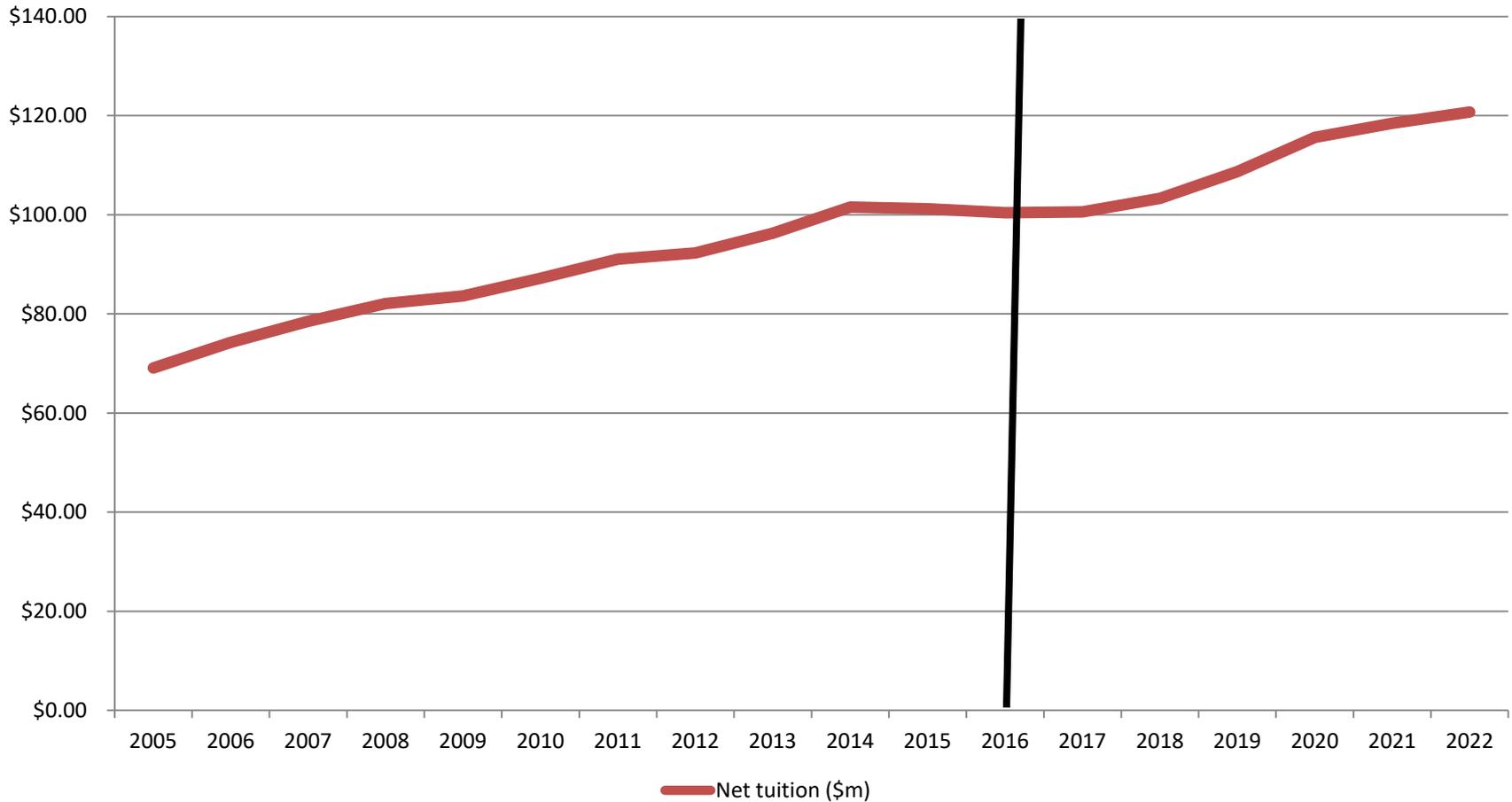
- URC Charge (I. e Article V 9.)
 - To **foster the compatibility of resource allocations** with overall University goals by focusing its attention on **University-wide and long-range decisions**
 - **To review and analyze policies, projections, procedures and results of University actions involving 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)

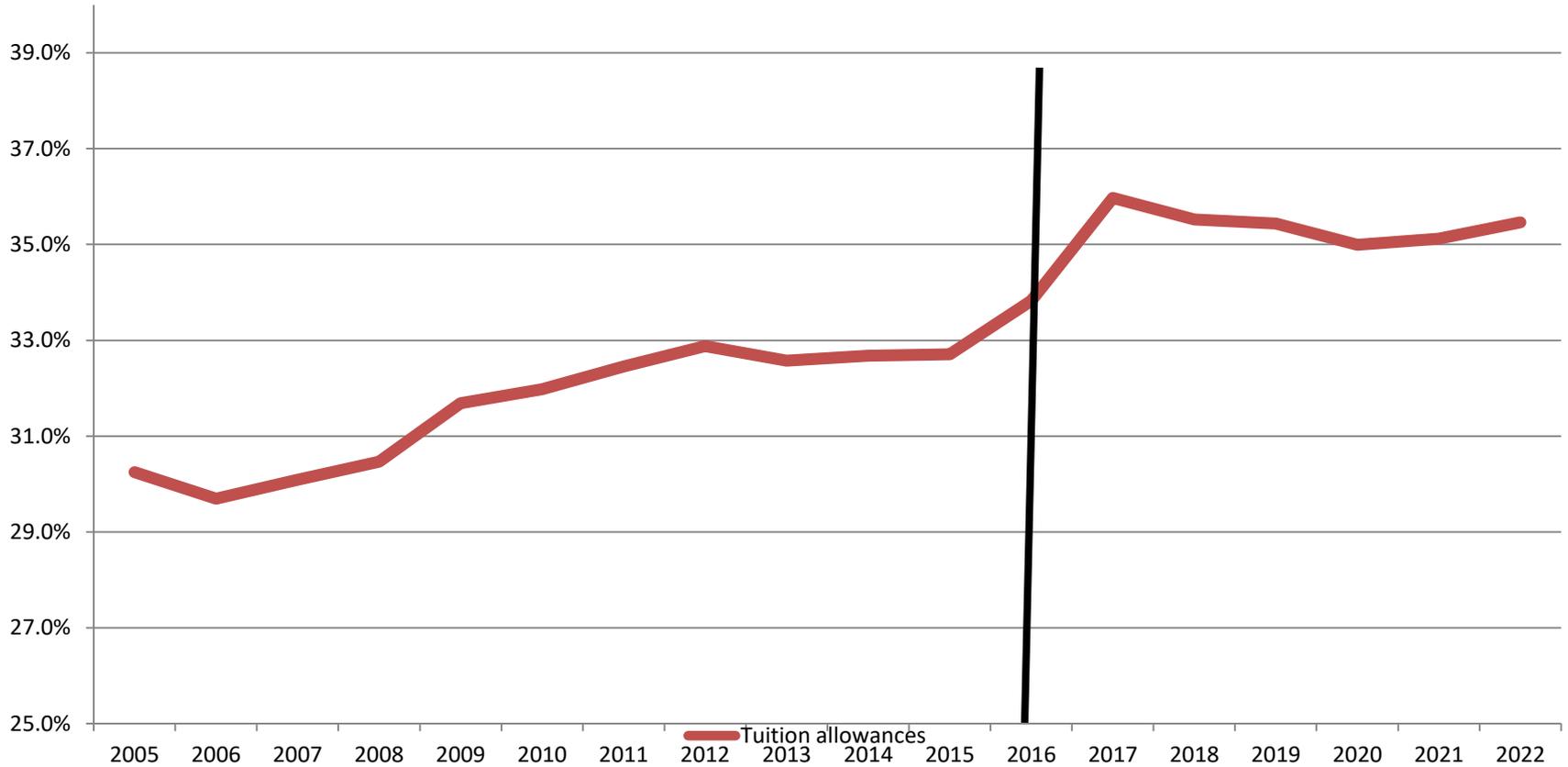


Net tuition growth (attributable to tuition rate increases)

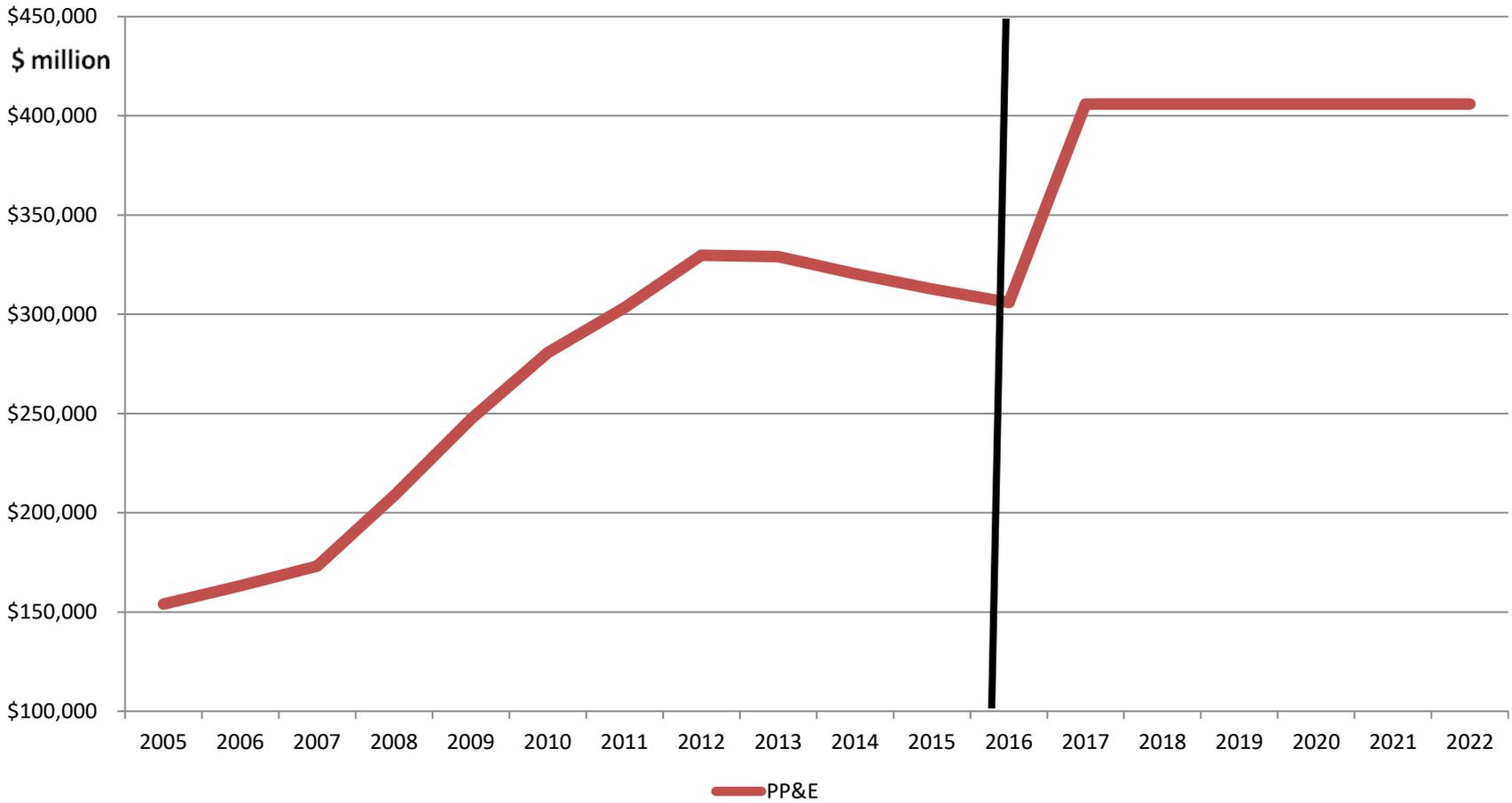
\$ million



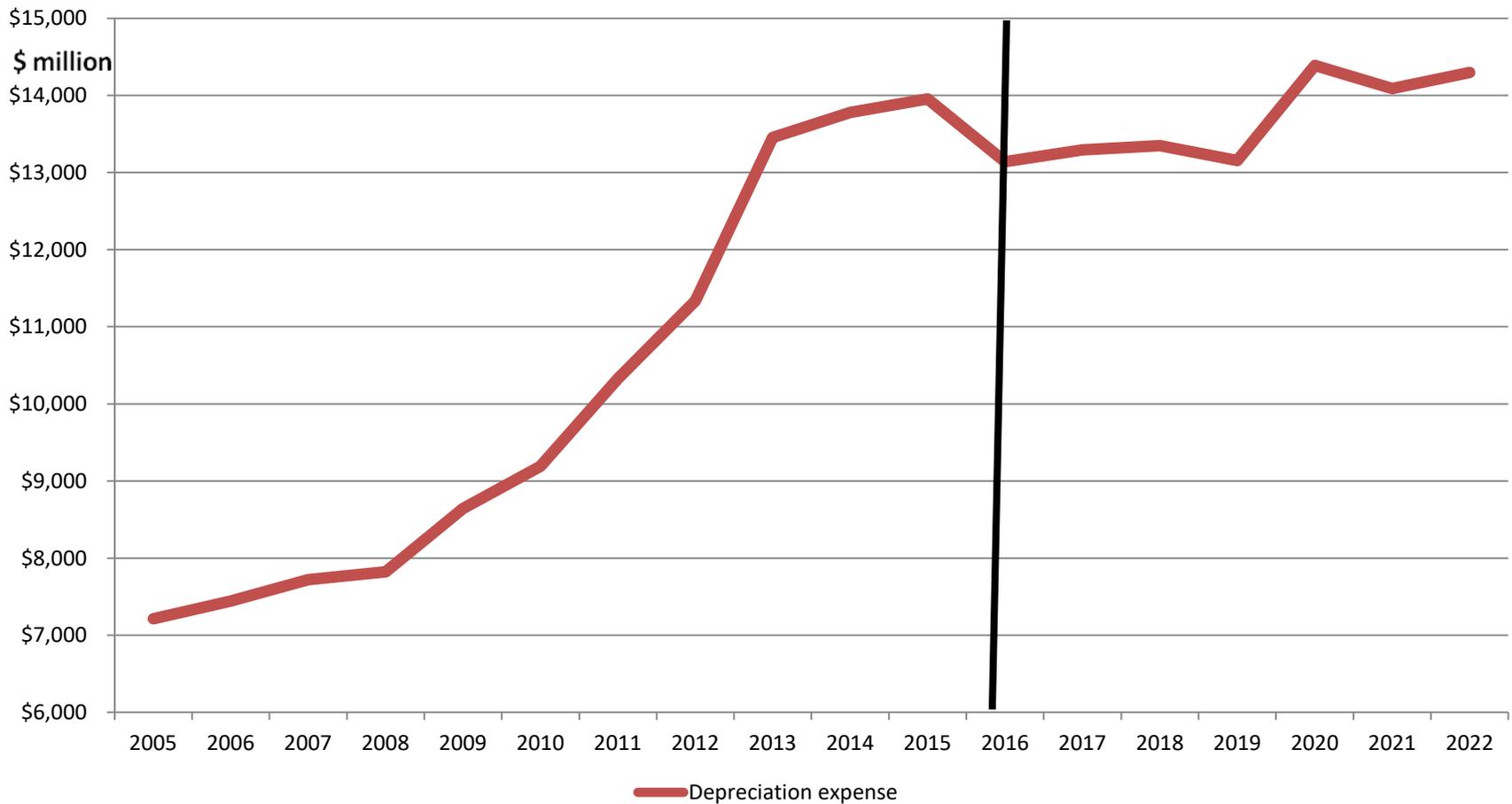
Tuition allowance steadily rising



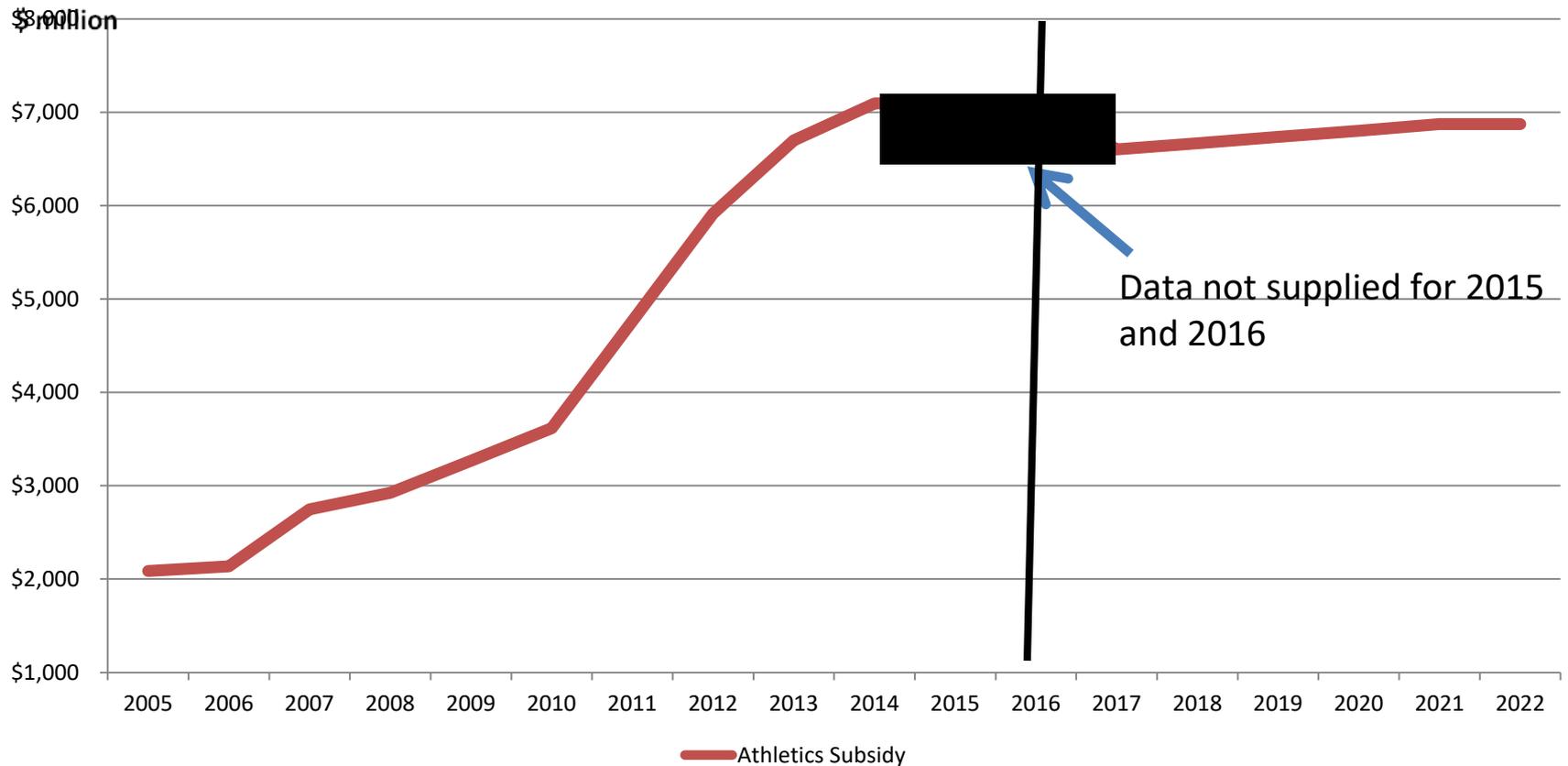
**Capital Spending up... Property, plant & equipment (PP&E)
up 2.6X... could exceed \$400m with Convergence**



Building has pushed Depreciation Expense up from \$7m/year to \$14m/year (non-cash, but expense...)



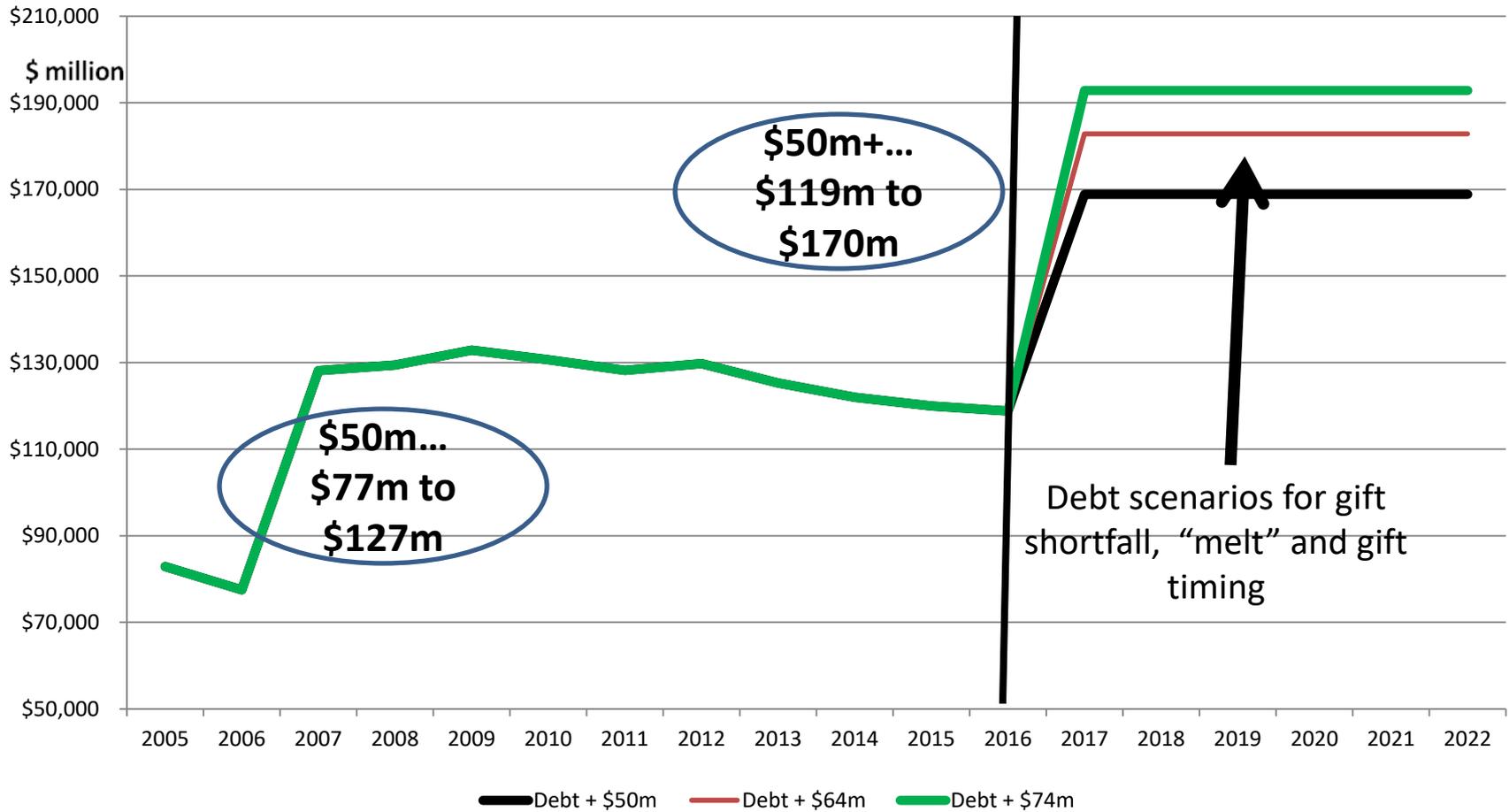
Athletics Subsidy up from \$2m/yr to \$7m/yr... 3X increase... holding in future



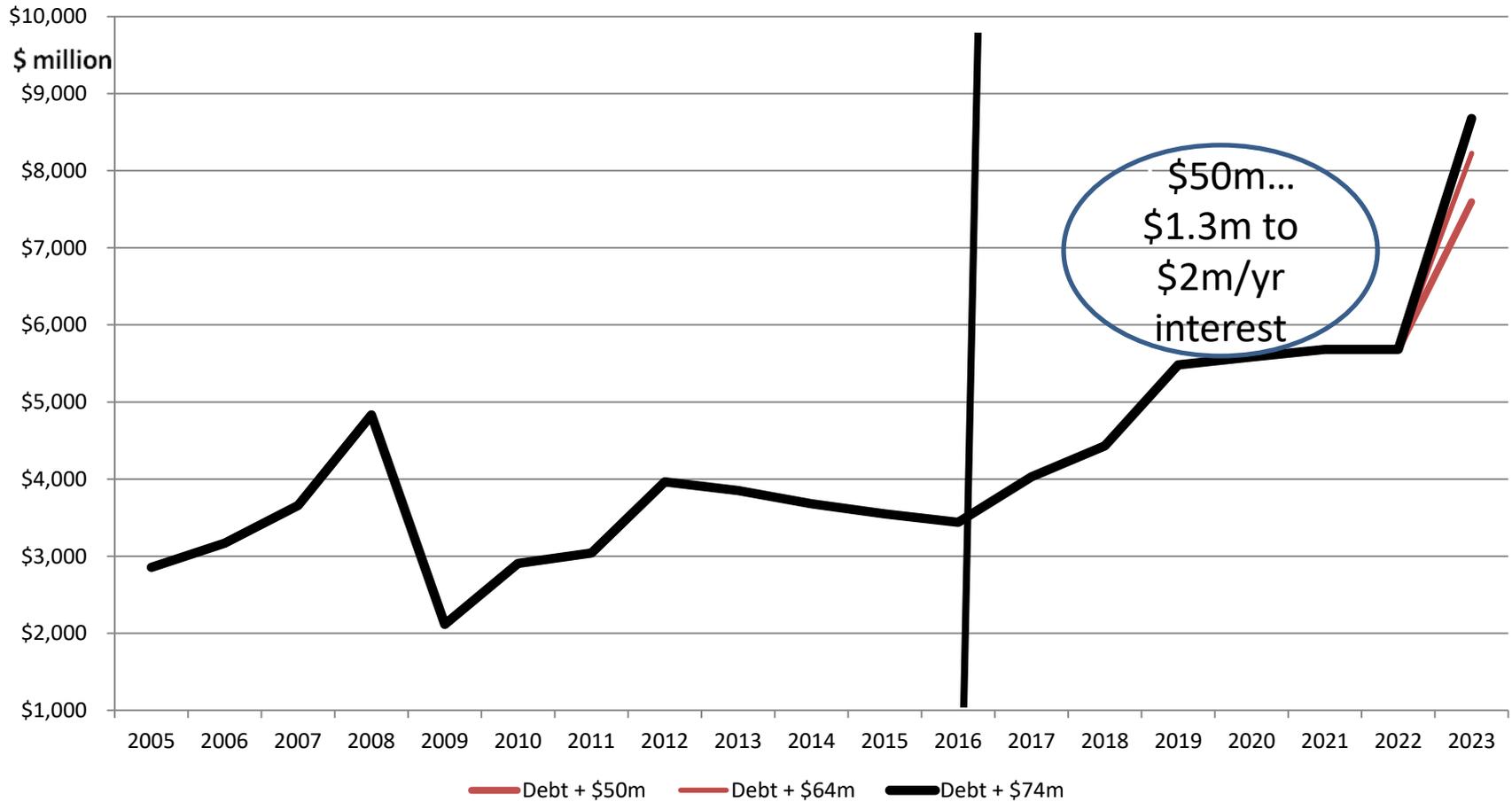
\$50m debt increase in 2007 (Renaissance)

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

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

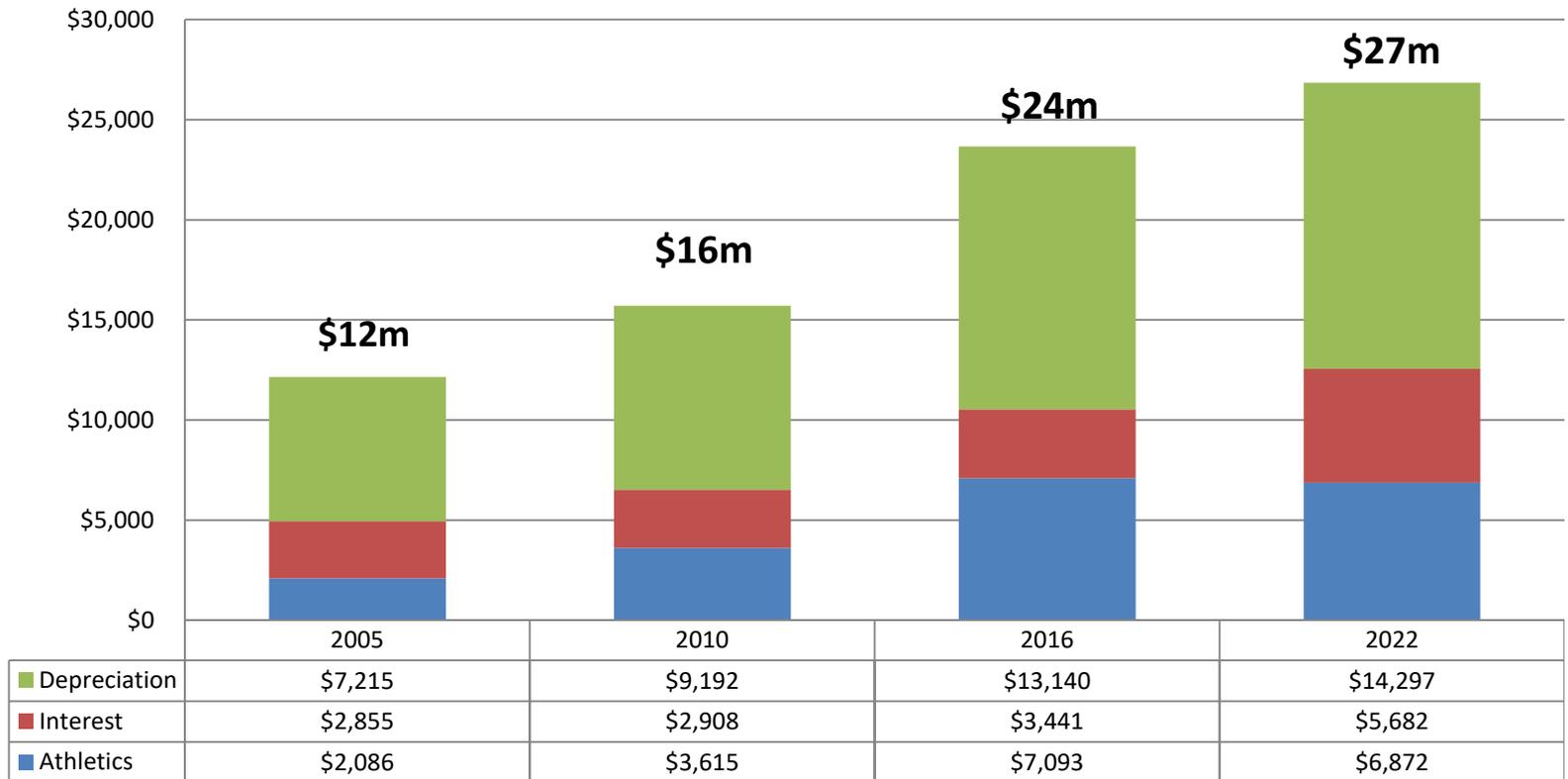


Interest expense up over 2X... interest could reach \$7m+ after 2022 when “favorable” rates expire
(2023 interest estimated)



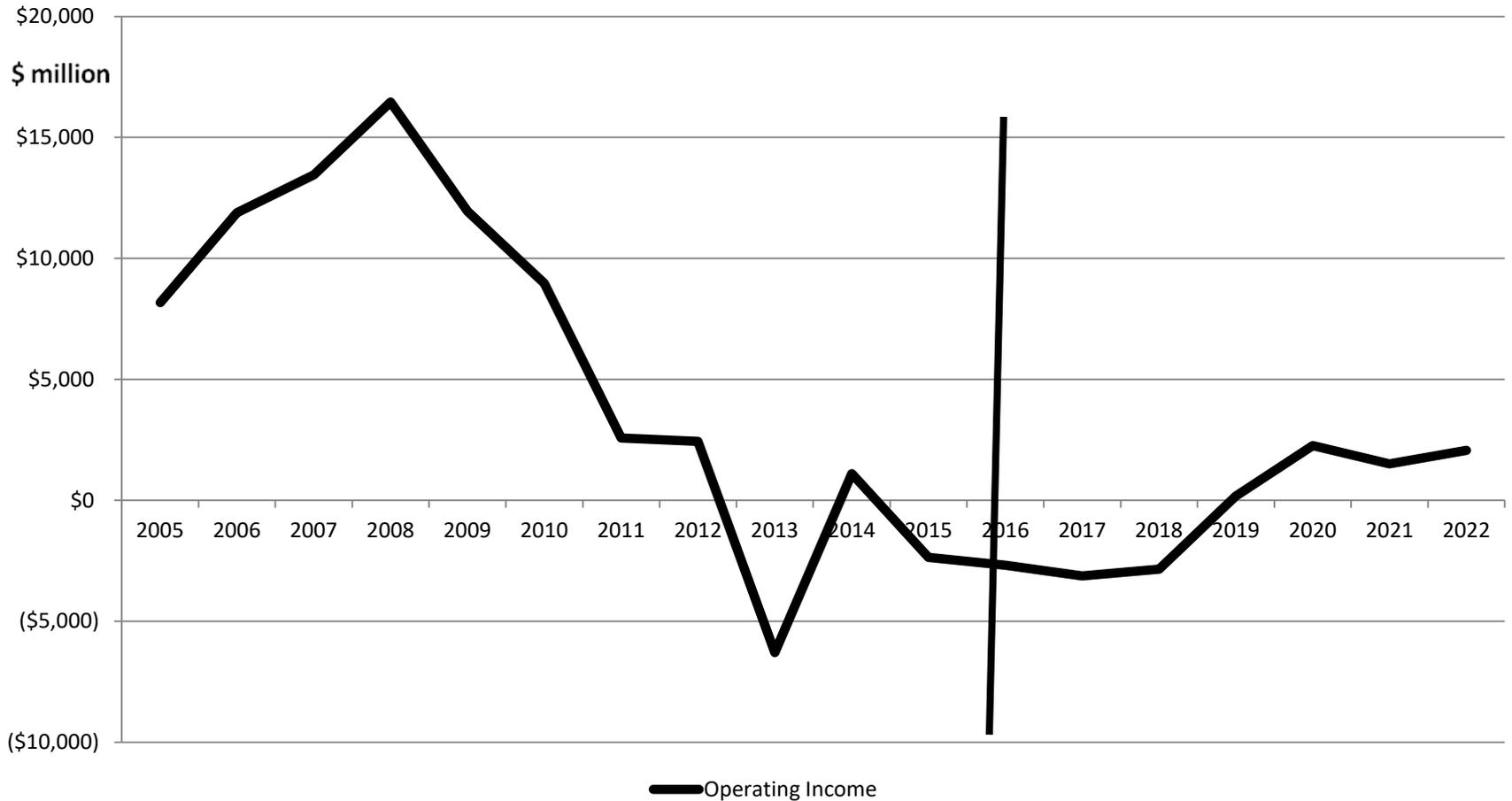
Structural expense growth

(Interest expense in 2023?)



2016 Athletics actually 2014 (2016 not available)

Impact on Operating Income – Structural deficit

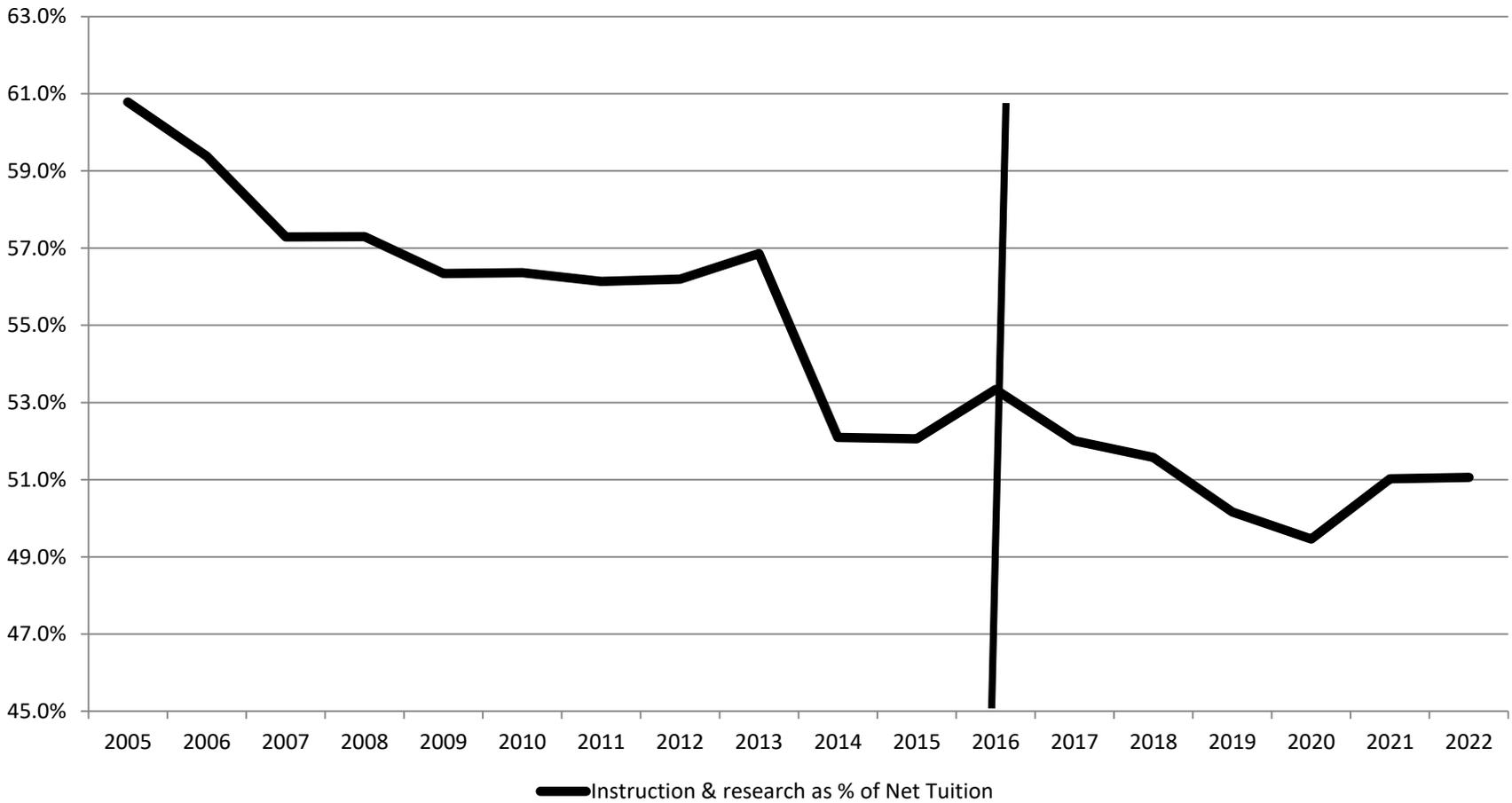


Structural deficit:

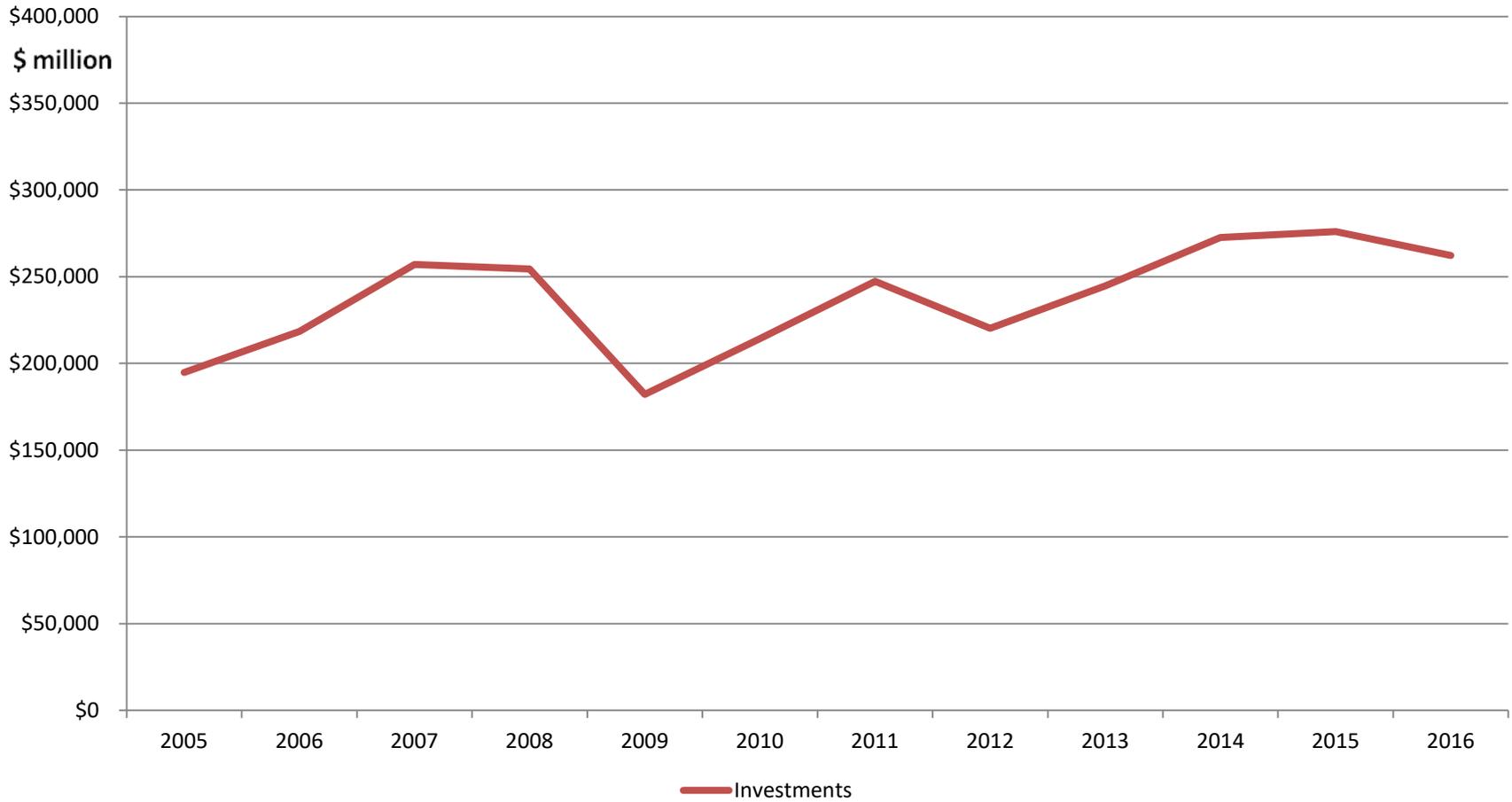
Changes in Debt/Interest... Depreciation expense... Athletics...

- 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)
- 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
- Athletics subsidy to be maintained at current levels (\$7m)
 - **Athletics expense increase of \$5m/yr** (from \$2m to \$7m)

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

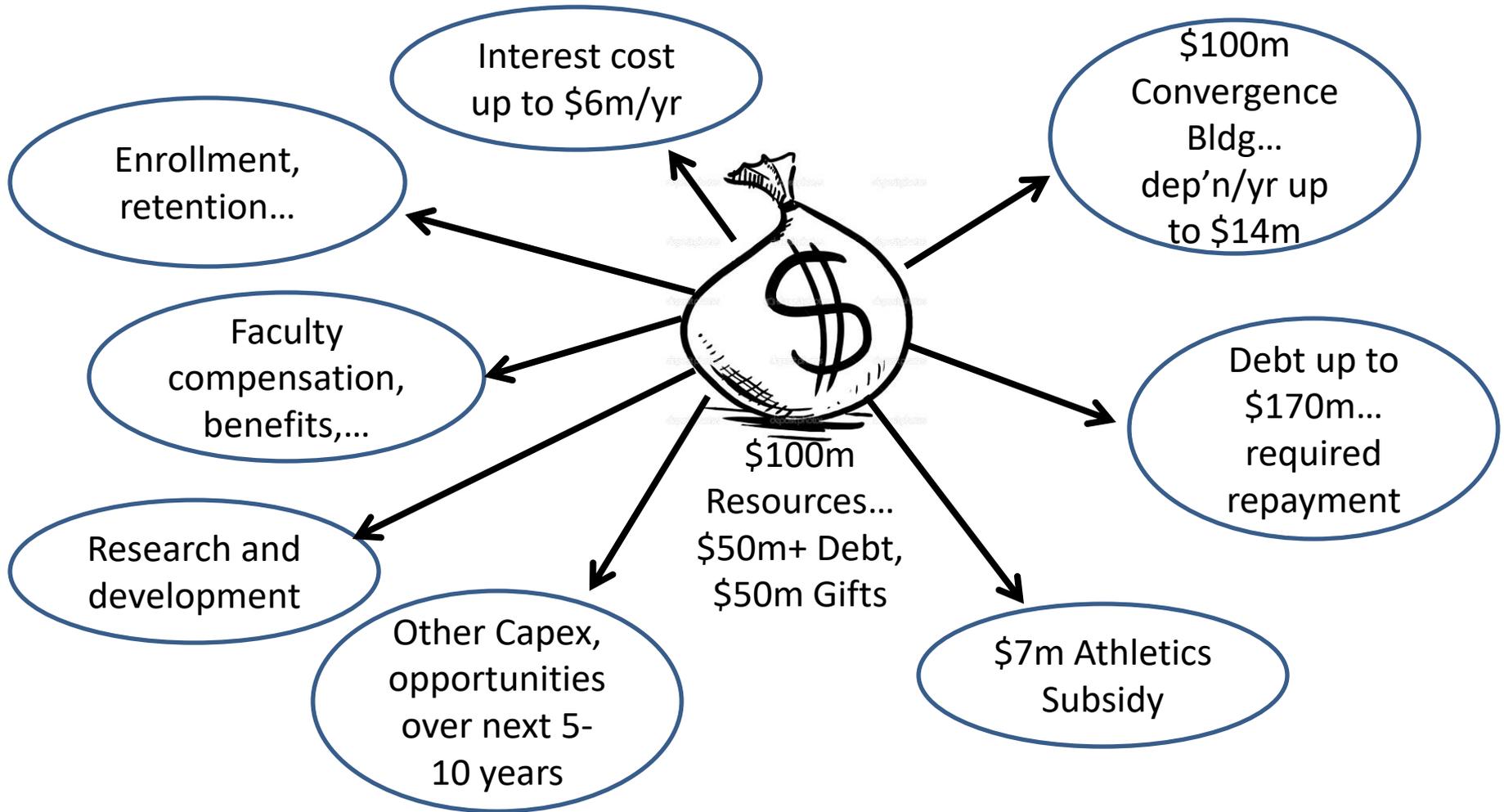


Summary:

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

Resources are Limited... Choices?



Post Retirement Medical Benefits

- \$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

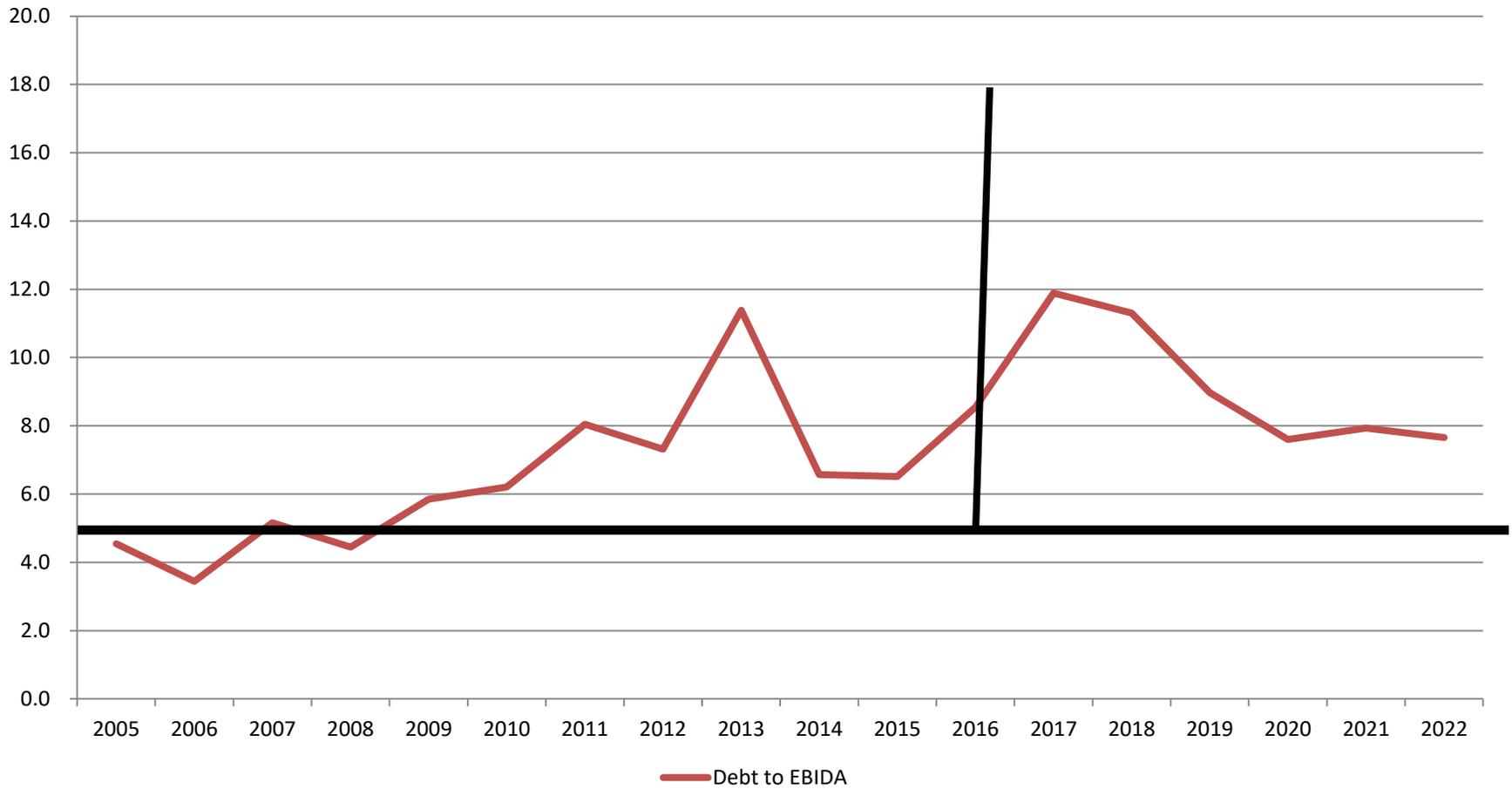
1. What will be the impact of the Convergence Complex funding on other strategic or operational initiatives for at least the next five years?
2. What will be the impact on University operations and resources of the \$50M+ in new debt?
3. What contingencies have been made if the 1,080 freshman enrollment 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:

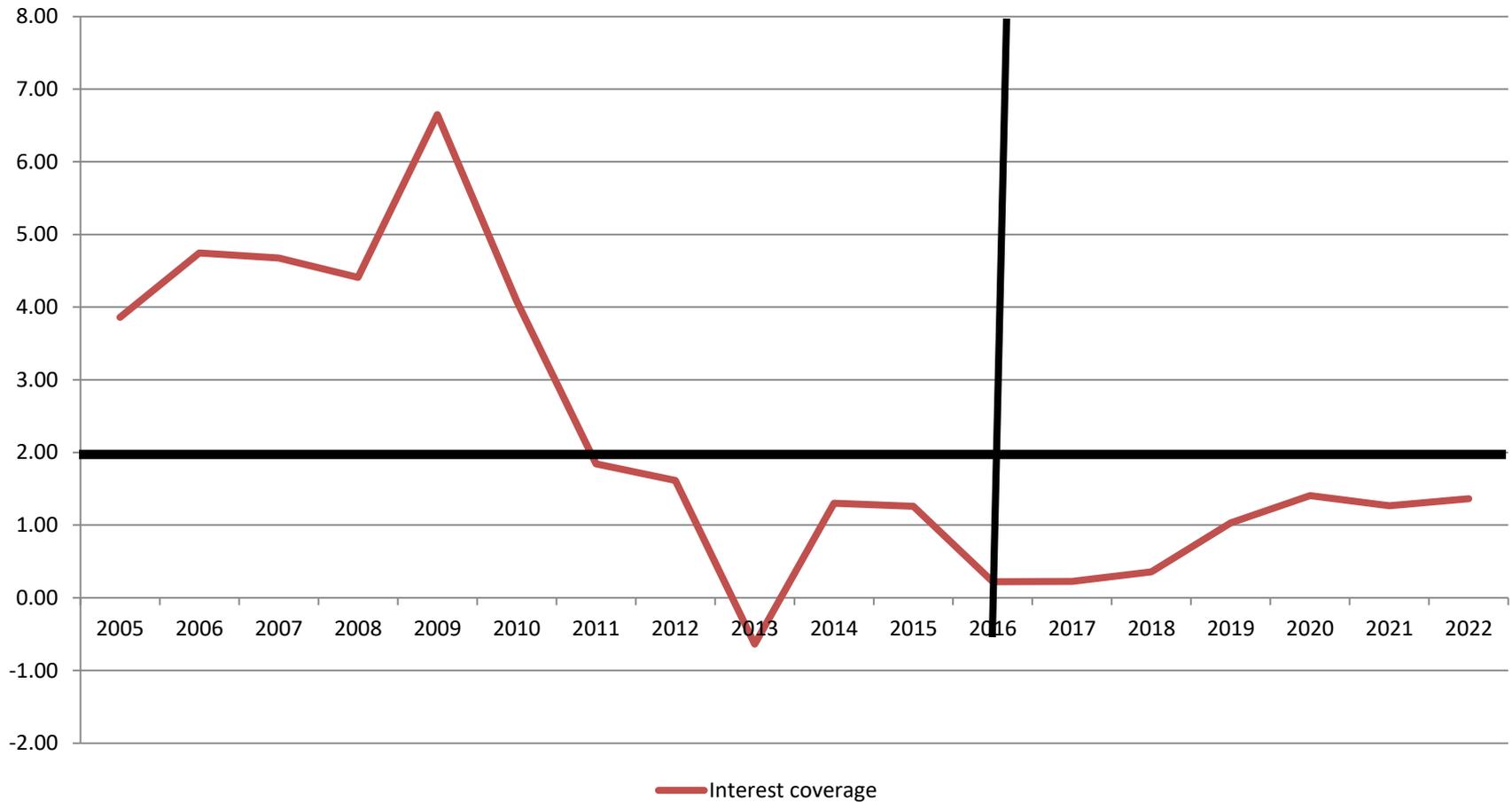
1. Update and complete financial analysis on Convergence including Balance Sheet and Cash Flow Statements... **reflecting all cash flow/debt service affects and showing various “what-if” and sensitivity scenarios**
 - Show debt and interest impact of due to any “gifts shortfall”, “gift melt” and “gift 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

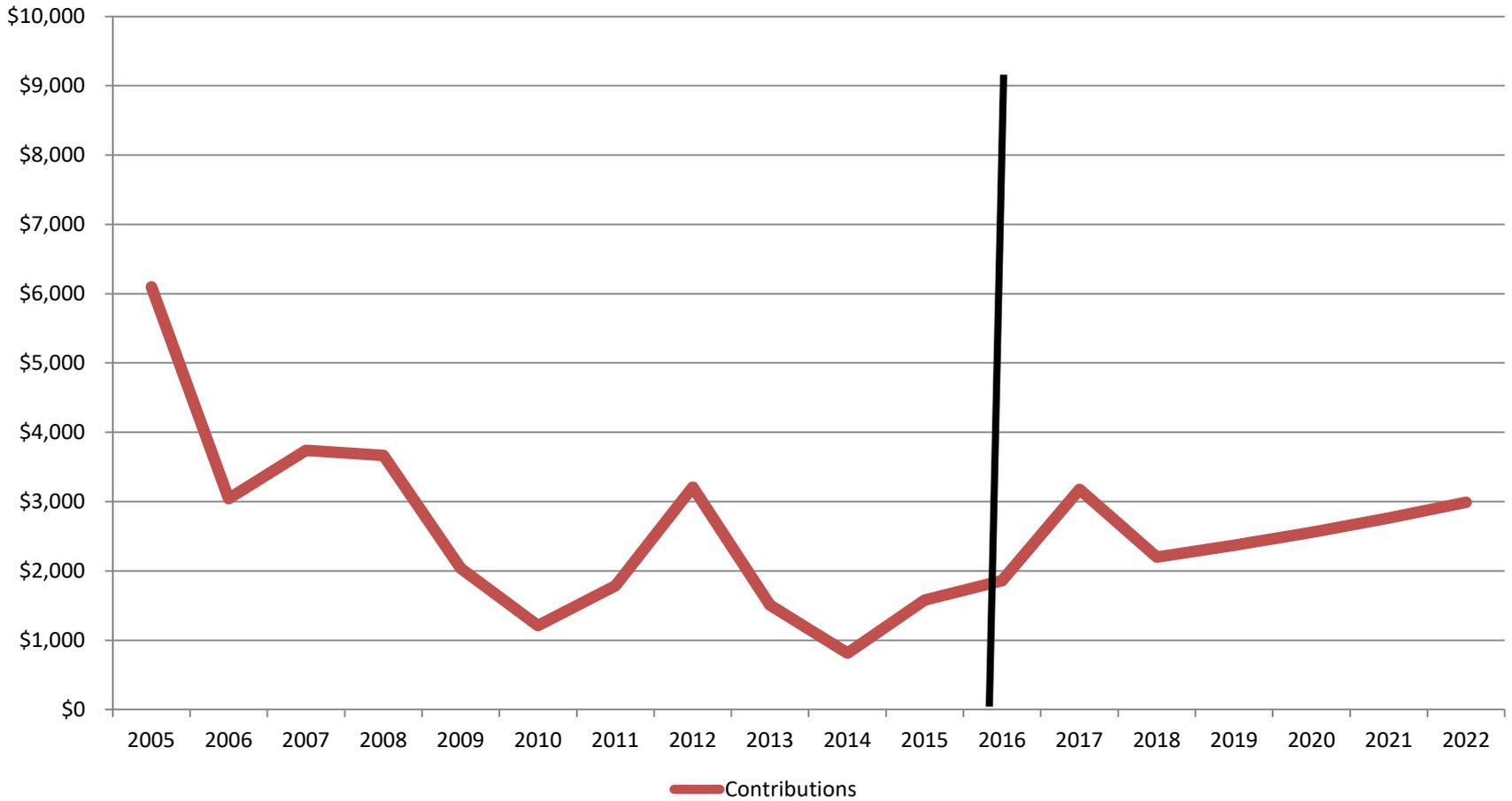
Debt Stress – Debt/EBIDA should be lower than 5.0



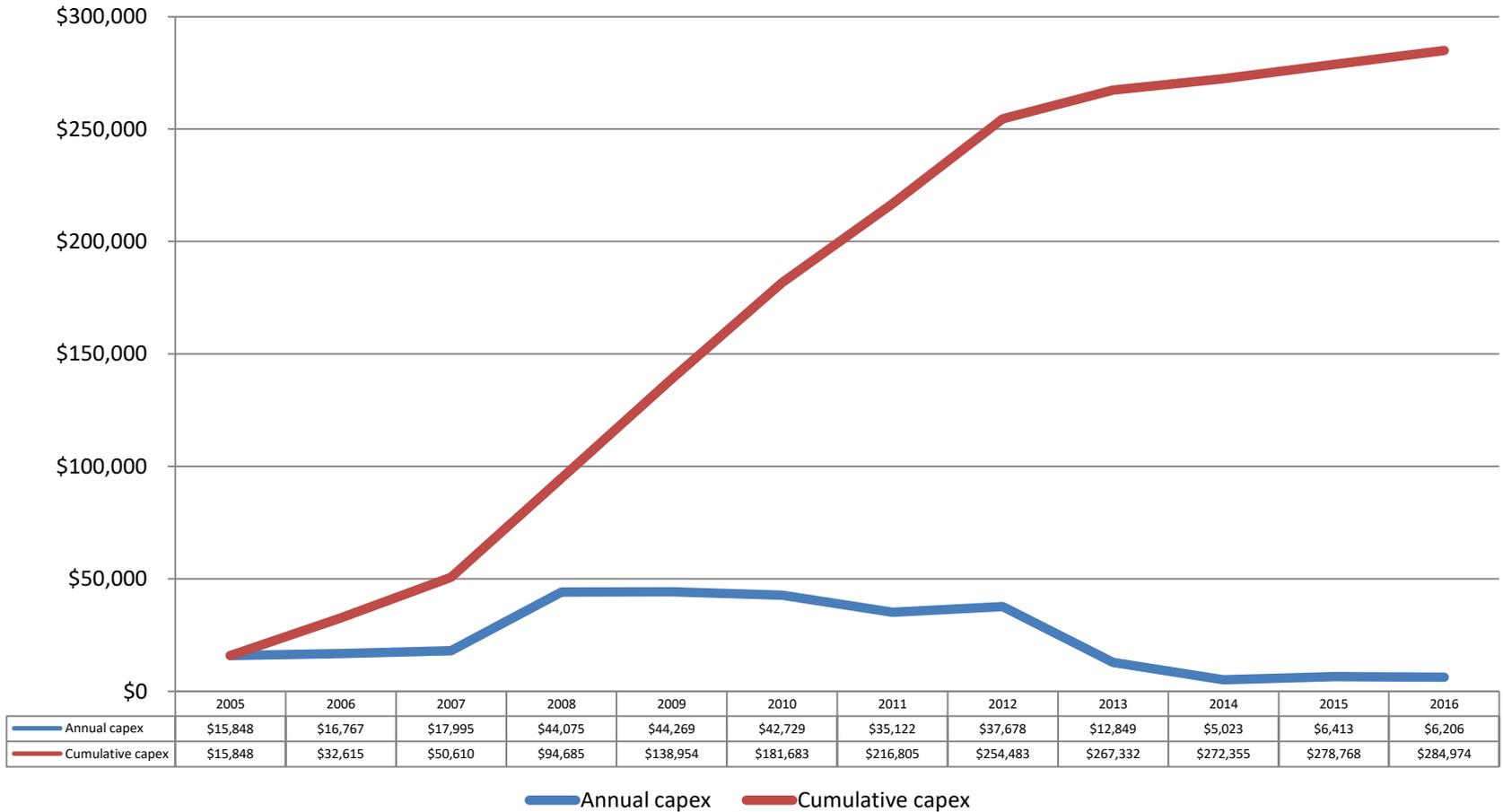
Interest expense stress... interest coverage ratio... Min of at least 2X



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



Capital Spending (2005 to 2016)



**Bradley University Senate
2016-2017
February 16, 2017 – Fifth Regular Meeting**

Faculty *(please initial)*

Blair, Eden	FCB		Herman, Tony	CLAS		Perry, Sandra	FCB	
Bosma, Wayne	CLAS	<i>WB</i>	Johnson, Celia	CEHS	<i>WJ</i>	Podlasek, Bob	CCET	<i>BP</i>
Brammeier, Heather	SCCFA	<i>HB</i>	Kelley, Andrew	CLAS	<i>AK</i>	Portocarrero, Melvy	CLAS	<i>MP</i>
Bruns, Laura	SCCFA		Khodair, Yasser	CCET		Quan, Xie	SCCFA	
Bukowski, Jeanie	CLAS	<i>JB</i>	Krishnamoorthi, K.	CCET		Reyer, Julie	CCET	
Carty, Tom	CLAS	<i>TC</i>	Lamoureux, Ed	SCCFA		Robin, Jennifer	FCB	<i>JR</i>
Courtad, James	CLAS	<i>JC</i>	Leach, Darcy	CLAS	<i>LD</i>	Schwend, Kelly	CEHS	<i>KS</i>
Drake, Teresa	CEHS	<i>TD</i>	Lewer, Joshua	FCB	<i>TL</i>	Shastry, Prashad	CCET	<i>PS</i>
Dickhaus, Joshua	SCCFA	<i>JD</i>	Lin, Tachun	CLAS	<i>LL</i>	Sinha, Amit	FCB	<i>AS</i>
Erickson, Deb	CEHS	<i>DE</i>	Lohman, Mark	SCCFA	<i>ML</i>	Smith, Dan	SCCFA	<i>DS</i>
Fakheri, Ahmad	CCET	<i>AF</i>	Lozano, Jose	CLAS	<i>JL</i>	Stover, Naomi	CLAS	<i>NS</i>
Flannigan, Peggy	CEHS	<i>PF</i>	Lukowiak, Twila	CEHS		Timm, Mathew	CLAS	
Frazier, Meg	Lib		McQuade, Kristi	CLAS	<i>KM</i>	Wayvon, Paul	FCB	<i>PW</i>
Gobeyn, Mark	CLAS		Miah, Suruz	CCET		Weaver, Priscella	CEHS	
Goitein, Bernie	FCB	<i>BG</i>	Newton, Lee	CLAS		Williams, Chris	CLAS	<i>CW</i>
Grant, Jean Marie	CEHS	<i>JG</i>	O'Brien, Matt	FCB	<i>MO</i>	Williams, John	CLAS	<i>JO</i>
Heinemann, Steve	SCCFA	<i>SH</i>	Palakeel, Thomas	CLAS	<i>TP</i>	Yoo, John Jung-Woon	CCET	

Glassmeyer *DO* *Patty Hartford* FCB *PT* *Fred TAYLOR* CCET *B.S.*

Ex-officio *(please initial)*

Students *(please initial)*

Akers	Lex	<i>LA</i>	Kindler	Andy	<i>AK</i>	Student Body President	Jenna Dellaria	
Anna	Gary	<i>AG</i>	Malinowski	Olek	<i>MO</i>	Graduate		
Bakken	Jeffrey	<i>JB</i>	McAsey	Mike	<i>MB</i>	Undergraduate		
Bury	Sandra	<i>SB</i>	Radson	Darrell	<i>DR</i>	Undergraduate		
Cluskey	Molly	<i>CM</i>	Roberts	Gary	<i>GR</i>			
Galik	Barbara	<i>GB</i>	Sattler	Joan	<i>JS</i>			
Heuser	Jake	<i>HE</i>	Skaggs	Jobie	<i>JO</i>			
Huberman	Jeffery	<i>HJ</i>	Thomas	Nathan	<i>NT</i>			
Jones	Chris	<i>CJ</i>	Zakahi	Walter	<i>WZ</i>			

