

Bradley University Senate
Agenda
Eighth Regular Meeting of the 2017-2018 Senate
3:10 p.m. - 5:00 p.m., May 2, 2018
Michel Student Center – Ballroom A

I. Call to Order

II. Announcements

III. Approval of Minutes

- A. Seventh Regular Meeting Minutes, April 19, 2018.

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 Body President Mikki Tran

VI. Reports from Standing Committees

- A. Admissions and Retention** – report attached.

- B. Affirmative Action** – report attached.

- C. Contractual Arrangements** – report attached.

- D. Continuing Education** – report attached.

E. Curriculum and Regulations

Course Additions

- 164681 RLS PHL 130 The Three Teachings: An Introduction to the Chinese Traditions
- 165459 BIO BIO 523 Advanced Freshwater Ecology
- 164447 BIO BIO 423 Freshwater Ecology
- 168440 BIO ENS 110 Environmental Science
- 162140 ENG ENG 125 Literatures of Identity
- 167134 CS CS 360 Fundamentals of Data Science

Course Deletions

Course Modifications

- 164917 ENG ENG 508 Intensive Fiction Workshop
- 163026 SOC SOC 344 Social Movements
- 163021 SOC SOC 345 People, Power, and Politics
- 164189 CHM CHM 386 Seminar II in Chemistry and Biochemistry
- 164191 CHM CHM 480 Seminar III in Chemistry and Biochemistry
- 163991 CHM CHM 104 Essentials of General Chemistry
- 163998 CHM CHM 110 General Chemistry I
- 167451 CHM CHM 100 Fundamentals of General Chemistry
- 167447 CHM CHM 102 Chemistry and Civilization
- 164578 LAS LAS 101 Arts and Ideas Seminar

164438 PSY PSY 481 Reading
 164439 PSY PSY 491 Research
 168155 WLC WLA 202 Intermediate Arabic II
 168306 MTH MTH 109 College Algebra
 168307 MTH MTH 114 Applied Finite Mathematics
 168326 MTH MTH 112 Precalculus
 161511 CS CIS 215 Introduction to Scripting Languages
 168255 M L M L 420 Performance Management
 168335 M L M L 358 Managerial Decision Making

Major Deletions

Major Modifications

167131 CHM Chemistry-ACS Certified
 164092 CJS Name and Code Change from Criminal Justice Studies to
 Criminology (CJS ->CRM)

Minor Additions

158314 ENS Sustainability

Minor Modification

Concentration Additions

Concentration Modification

168622 M L Human Resource Management

Program Modifications

168143 LAS LAS

Addenda from C&R

158311	Core Curriculum Addition	M E M E 280 Introduction Biomedical Engineering
164508	Core Curriculum Addition	HIS HIS 314 Non-Western Civilization: Japan & World War II
168285	Core Curriculum Addition	NUR NUR 413 Leadership Practicum
168478	Core Curriculum Addition	E E ECE 402 Undergraduate Design Seminar II
168533	Core Curriculum Addition	E E ECE 499 Senior Capstone Project II
168984	Core Curriculum Addition	PHY PHY 130 Physics I
169473	Core Curriculum Addition	WLC WLT 152 German Cinema
169531	Core Curriculum Addition	COM COM 447 Issues and Ethics in Advertising
169533	Core Curriculum Addition	RLS RLS 321 Islam & the West: Clash of Civilizations?
169536	Core Curriculum Addition	FIN FIN 422 Financial Analysis
169556	Core Curriculum Addition	M E M E 534 Environmental Engineering-Air Conditioning

169567	Core Curriculum Addition	COM COM 391 Topics in Communication
169568	Core Curriculum Addition	COM COM 416 Researching Communication in Organizational Culture
169593	Core Curriculum Addition	PSY PSY 411 Tests and Measurement
170361	Core Curriculum Addition	BIO ENS 305 Sustainability and Food
168392	Course Addition	CFA CFA 359 Masters of Hollywood
169049	Course Addition	EHS H S 210 Concepts in Personal Wellness and Fitness
169836	Course Addition	EHS H S 230 Measurement in Physical Activity
169842	Course Addition	EHS H S 345 Motor Control and Motor Learning
169846	Course Addition	EHS H S 470 Health Science Application of Exercise Prescription
170177	Course Addition	CFA CFA 358 Visual Storytelling: How Hollywood Communicates
170323	Course Addition	I M I M 363 Topics in User Experience
170325	Course Addition	I M I M 366 Advanced Web Design
170326	Course Addition	I M I M 161 Intro to Web Design
170403	Course Addition	P T H S 343 Ethics of Healthcare
170486	Course Addition	I M I M 162 Intro to Scripting for Animators
170322	Course Deletion	I M I M 263 Concepts in User Experience
168660	Course Modification	FCS FCS 412 Medical Nutrition Therapy II [Changes:Hours,Desc]
168790	Course Modification	THE THE 201 The Actor's Instrument I [Changes:Title,Desc]
168816	Course Modification	THE THE 203 The Actor's Instrument II [Changes:Title,Desc,PreReq]
168943	Course Modification	FCS FCS 462 Public Health Education Practicum I [Changes:Title,Desc,PreReq]
168946	Course Modification	FCS FCS 463 Public Health Education Practicum II [Changes:Title,Hours,Desc,PreReq]
170402	Course Modification	P T H S 306 Ethics of Health Care [Changes:Title,Desc]
169687	Major Modification	FCS Hospitality Leadership
170350	Minor Addition	I M User Experience Minor

1. Academic Regulations and Degree Requirements – attached.

2. Executive Committee of the Graduate Faculty

Certificate Modifications

168485 NUR FNP Certificate

Course Additions

165459 BIO BIO 523 Advanced Freshwater Ecology

166955 BUS BUS 615 Executive Coaching

168210 NUR NUR 826 DNP Practice Seminar III-A
168211 NUR NUR 827 DNP Practice Seminar III -B

Course Modifications

164917 ENG ENG 508 Intensive Fiction Workshop
169002 FCS FCS 609 Advanced Medical Nutrition Therapy
167153 CS CS 561 Artificial Intelligence
167154 CS CS 562 Machine Learning
167155 CS CS 563 Knowledge Discovery and Data
167156 CS CS 572 Distributed Databases and Big Data
167357 CS CIS 576 Data Management [Changes:Desc,PreReq]

Program Modification

Major Deletion

Major Modification

3. Bradley Core Curriculum – report attached

Core Curriculum Additions

166355 I M I M 355 Interactive Media Theories, Concepts, and Practices
164448 ENG ENG 381 Literatures of Asia
164450 ENG ENG 207 Creative Writing I
162138 ENG ENG 125 Literatures of Identity
164393 ANT ANT 314 Native Americans
167189 C E C E 493 Civil Engineering Design Project I
167190 C E C E 498 Civil Engineering Design Project II
166648 FCS FCS 309 Investigation of Food Topics

F. Elections – report attached.

Membership

Heather Brammeier (Art)
Andy Kelly (Chair)

G. Resources Committee – report attached.

H. Strategic Planning – see www.bradley.edu/strategicplan/

I. Student Grievance Committee – report attached.

J. Tenure, Promotion, and Dismissal – report attached.

VII. Unfinished Business

VIII. New Business

A. Confirmation of Senate Election Committee Membership

IX. Adjournment.

Date: April 24, 2018

To: Mathew Timm
President, University Senate

RE: Admissions and Retention Committee Report of Activities, 2017-18

The Admissions and Retention Committee met several times throughout the 2017-18 academic year. The focus was primarily on three topics:

- 1) Understanding the Office of Admissions process for gathering enrollment criteria for each program and their likelihood of adhering to the standards set.
- 2) Editing the Student Support Services' Exit Interview form in an effort to gain more insight into why a student left Bradley. The information gathered in this exit interview form would primarily be aimed at understanding issues in which Bradley may be able to address for future students.
- 3) Identify where ARC can contribute to the Bradley Strategic Plan 2017-2022.

Admission Process

Based on information gathered from the Office of Admission, the following summary was agreed on by the Committee. Also, we feel strongly that Faculty Senate members should disseminate this information to all faculty and staff within the units they represent so that there is a better understanding of this process across campus:

ARC's Review of the Admission Standards Process Conducted by the Office of Admission

Given the greater emphasis on retention of Bradley students, as well as a concern for the level of academic standing of a higher percentage of graduating high school students, ARC asked the Office of Admission for some information on Bradley University's recruiting standards and the process for which those standards are determined. While specific standards by each major are not for public view, the following is a summary of the process in determining academic standards for admitting new Bradley applicants based on information provided by Justin Ball, Vice President of Enrollment Management and Michael Gavic, Director of Admissions.

The Provost's Academic Council, which includes the Vice President for Enrollment Management, is provided access to the Enrollment Management Back Office (EMBO - providing weekly application and admission information for the next academic year's class). This overall activity and the freshman/transfer curriculum reports are regularly discussed at Academic Council meetings. EMBO reports are also provided to associate deans, department chairs, university administration, and members of the Academic Liaisons and Admission & Retention Committees. The Academic Council has been discussing and working with the Office of Admission on the transition of Illinois high schools' from providing high school students with ACT to SAT scores to develop guidelines that will be used to move from the ACT standards to the SAT standards in the upcoming years.

As reported by the Vice President of Enrollment Management, the deans are annually (in March/April) provided with a list of each of their department's admissions standards for the current incoming class and asked to provide any changes to the standards for the following year. AEP admission standards are primarily reviewed by the VP for Student Affairs, Provost, and AEP director. Rare admission exceptions are made in cases where the Office of Admission has knowledge of a particular high school curriculum/rigor where a student may not have met the grade point average standard or ACT/SAT standards. Potential exceptions are reviewed by the appropriate department chair. These exceptions usually represent less than 2% of the applicants admitted to Bradley, annually.

Continuous communication between the Office of Admission and the academic units concerning recruitment strategies & tactics is supported through the Admission Liaisons Committee. The Office of Admission seeks their help with implementing new policies and procedures. They are also instrumental in the recruiting process, which would include, but not be limited to, providing a better understanding of what each major can offer the prospective student, helping with logistics & faculty participation of the numerous visit programs (& one-on-one visits) on and off campus, and be an avenue for needed communication between the Office of Admission and the academic units.

Exit Interview Form

ARC created a new Exit Interview form from the original form used by SSS. We are requesting that SSS and/or the Dean's offices of each undergraduate college use it when students leave Bradley University. The form includes some additional questions & space to more fully understand why students are leaving. This information would be used to examine trends

and identify potential issues that might be addressed for future students in an effort to lead more students on a path to graduation and success after Bradley. ARC's final interview form is being submitted to SSS & the Associate Dean's Committee for their review and suggestions to hopefully be used starting next year.

Strategic Plan

The following was determined by ARC as its role in helping fulfill some of the goals & objectives of the most recent Bradley Strategic Plan:

Goal/Obj/Item	Action Plan	How Assist
1.1.2	Immediately identify factors that impede or contribute to student success and use those factors to develop tactics to improve student retention and graduation.	Analyze information from exit interviews & retention rates by various attributes. Help determine "best practices" on handling students considering leaving Bradley.
1.1.3	Deploy tactics to improve student retention and graduation such as first-year seminars and other high-impact practices (see below).	Indirectly assist through work in 1.1.2. Can provide insight on possible tactics from information gathered and analyzed.
1.1.5	Develop and implement a University-wide retention plan.	Indirectly assist through work in 1.1.2. Can provide insight on a possible University-wide retention plan from information gathered and analyzed.
3.1.4	Develop a dashboard of metrics that allow for a better understanding of retention, persistence, graduation and career outcomes by diverse groups.	Provide suggestions into what the dashboard should contain, in terms of the metrics needed to effectively analyze retention issues (& perhaps, for efficiency, this may include reviewing metrics & best practices used by other universities)
3.1.5	Establish goals related to the dashboard metrics, focusing on the four highest impact populations (number of students, disparity in retention/graduation rates, career outcome rates, etc.)	Will provide insight where/when needed (as part of ARC's function as a Faculty Senate Committee to "review policies related to enrollment goals, retention, and graduation goals and review the effectiveness of admission & retention practices").
3.1.19	Explore the benefits and requirements of being recognized as a Hispanic Serving Institution (HSI) and develop benchmarks for the recognition by the end of the Strategic Plan.	ARC will provide insight when/where needed for this initiative, as well as help develop & examine benchmarks for any race/ethnicity (as part of ARC's function as a Faculty Senate Committee to "review policies related to enrollment goals...").

ARC meeting minutes have been submitted to the Senate Exec President and can be provided upon request.

Respectfully Submitted,



Vince Showers, Chair

2017-18 ARC Members: Mike Gavic, Ken Harding, Kristen Howland, Janet Jackson, Vince Showers, Erich Stabenau, Fred Tayyari, David Trillizio, & David Vroman

BRADLEY
UNIVERSITY

20 April 2018

To: President, University Senate
From: Chair, Affirmative Action Committee

The Affirmative Action Committee met to discuss affirmative action related language in the Faculty Handbook and presented a list of recommended changes to the President of the University Senate.

Respectfully


Ollie Nanyes

Professor, Department of Mathematics
Chair of the Affirmative Action Committee



Mathew Timm <mtimm@fsmail.bradley.edu>

ARDR 2017-2018 Committee Report

1 message

Jeffrey Huberman <huberman@fsmail.bradley.edu> Tue, Apr 24, 2018 at 10:56 AM

To: Mathew Timm <mtimm@fsmail.bradley.edu>

Cc: Andreas Kindler <akindler@fsmail.bradley.edu>, Dean Campbell <campbell@fsmail.bradley.edu>, Edward Sattler <els@fsmail.bradley.edu>, Jeffrey Huberman <huberman@fsmail.bradley.edu>, Joan Wilhelm <joan@fsmail.bradley.edu>, Kerry Walters <kew@fsmail.bradley.edu>, Martha Schmitt <mschmitt@fsmail.bradley.edu>, Robert Davison Aviles <aviles@fsmail.bradley.edu>, Robert Podlasek <bpod@fsmail.bradley.edu>

Dear Dr. Timm,

The Academic Regulations and Degree Requirements Committee submits to the University Senate this Summary report of its activities during the 2017-2018 academic year.

The Academic Regulations and Degree Requirements Committee received, discussed, and voted on a range of issues and requests during the 2017-2018 academic year:

1. The Committee examined the proposed Implementation Plan of the approved Strategic Plan and recommended ARDR consideration and input on two action items: the possible modification of the 124-hour degree requirement and the development of an experiential learning degree requirement.
2. The committee considered and voted to recommend to C&R two proposals concerning the foreign language requirement.
3. The committee considered and voted to recommend to C&R a proposal to accept courses with the BMS and ENS prefixes for the Bachelor of Science degree.
4. The Committee considered and voted to recommend to C&R acceptance of the proposed 2021-2022 academic calendar and the 2021-2022 online academic calendar.
5. The Committee considered and reviewed comparative data on a proposal to change the date for dropping a class to a date earlier in the semester.
6. The Committee considered and declined to recommend a proposal to extend online calendar terms and regulations to on-campus courses.

Respectfully Submitted,
Jeffrey Huberman, ARDR Committee Chairperson
Bob Podlasek
Robert Aviles
Dean Campbell
Andreas Kindler
Edward Sattler
Kerry Walters
Martha Schmitt

Jeffrey Huberman, Dean
Slane College of Communications and Fine Arts
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Date: April 24, 2018
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 October 25, 2017. Senate President Mat Timm joined the committee. We discussed the committee's charge as described in the Faculty Handbook. Executive Director Lange provided a verbal overview of how the committee has functioned over the past 20+ years, including the history of the Division and its inclusion within the Graduate School before becoming a stand-alone unit reporting to the Office of the Provost. She reviewed how the unit has changed over the years and how it no longer coordinates or administers external credit courses or the admission of undergraduate students-at-large. Lange described the policies and documents used for each department and college to approve its non-credit programs and salaries.

The committee held a positive discussion of what role it could play in the future, with some committee members expressing a desire to learn more about the Division's work and to be more involved in sharing program ideas between their colleges and the Division. The committee decided to meet again in spring semester; however, class schedules made it extremely challenging to find a meeting time.

The recommendation of the Executive Director is to continue the work of the committee in AY 2019 and to broaden its discussion to include more idea generation for future programming.



Date: April 26, 2018

To: Mathew Timm, President, University Senate

From: Mark Brown, ^{MPB}Chair, Contractual Arrangements Committee

Re: Contractual Arrangements Committee

The Contractual Arrangements Committee met four times during the 2017/2018 academic year. During the year committee chair Brown represented the committee on the Faculty Gender Equity Task Force as well as the Digital Measures Working Group. The committee also met with leadership of the Digital Measures Working Group. Committee members are Mark Brown (committee chair – faculty), Brad Andersh (faculty), Pratima Gandhi (administration), Tanya Marcum (faculty) and Robert Podlasek (faculty). The issues considered by the committee are summarized below.

Criteria for Hiring Faculty Based on Experience Versus Credentials

This year the committee continued its efforts on developing a policy for hiring faculty members on the basis of experience rather than academic qualifications. During the year a policy was finalized and approved by the University Senate.

Fraternization Sub-committee

The committee completed staffing of an ad hoc subcommittee to develop a policy addressing fraternization between faculty and students. This subcommittee is composed of faculty members from each college. The subcommittee will report to the Contractual Arrangements Committee and will begin its work next fall.

Faculty Gender Equity Task Force

Committee chair Brown served as a member of the Faculty Gender Equity Task Force. The Faculty Gender Equity Task Force was asked by the Provost to examine barriers to the promotion of women through the ranks of faculty at Bradley University. This year the task force collected data through a campus wide faculty survey. The task force also held three forums to disseminate its findings and gather feedback. The task force's activities are ongoing and will conclude with a final report to the Provost in the fall of 2019.

Digital Measures Working Group

Committee chair Brown served as a member of the Digital Measures Working Group. At the behest of the Provost the Digital Measures Working Group was charged with bringing

the Digital Measures faculty activity reporting platform in line with the university's yearly faculty activity reporting process. During the year the Contractual Arrangements Committee met with working group's leadership (Associate Provost Molly Clusky and Director of Institutional Improvement Jennifer Gruening Burge) and received an update on the group's activities.

Faculty Handbook

In the course of its normal activities the committee has had frequent opportunities to review the language of the Bradley University Faculty Handbook. In particular, the committee has concerns regarding inconsistencies and ambiguities it has uncovered during these reviews. While the committee recognizes the complexity of the Faculty Handbook, we encourage a thorough review with specific goals of alleviating areas of inconsistency and ambiguity.

Core Curriculum and Core Practices Committees AY17 Report

During the 2017-18 Academic Year, the Core Curriculum and Core Practice Committees

- reviewed and approved 47 courses;
- worked with the HLC Quality Initiative Task Force (of the University Senate Strategic Planning Committee) and the University-wide Assessment Team to develop a draft proposal for the Experiential Learning (EL) Core Practice;
- provided professional development opportunities in collaboration with CTEL, including informational sessions at Fall and Spring Forums and WI and SoTL workshops;
- continued our work in support of faculty-driven, course-embedded assessment of student learning, administering an online survey designed to help faculty reflect productively on student learning gains; and
- successfully piloted a process for assessing student learning gains in Oral Communication(OC) subgroup of the Communications (CM) Area of Inquiry.

As of today,

- 278 courses have been approved for 364 tags.

<u>Area of Inquiry</u>	<u>Approved courses</u>
Communication (CM)	10
<i>Writing 1 (W1)</i>	3
<i>Writing 2 (W2)</i>	6
<i>Oral Communication (OC)</i>	1
Quantitative Reasoning (QR)	14
Global Perspectives (GP)	79
<i>Global Systems (GS)</i>	17
<i>World Cultures (WC)</i>	62
Fine Arts (FA)	13
Humanities (HU)	60
Social & Behavioral Sciences (SB)	18
Natural Sciences (NS)	35
Multidisciplinary Integration (MI)	41
<u>Core Practices</u>	<u>Approved courses</u>
Writing Intensive (WI)	80
Integrative Learning (IL)	14

DATE: April 3, 2018

FROM: Seth Katz, Chair, Faculty Grievance Committee

TO: Mat Timm, President, University Senate

SUBJECT: 2017-2018 Annual Report of the Faculty Grievance Committee

I am pleased to report that the Faculty Grievance Committee had no activity during the 2017-2018 academic year

BRADLEY

UNIVERSITY

27 April 2018

To: Senate Executive Committee

From: Andrew Kelley, Chair, Senate Elections Committee Re: Annual Report

Committee Members:

Eden Blair

Heather Brammeier Teresa Drake

Andy Kelley

Report:

-In Fall 2017, we held elections for the President's Advisory Group.

-In Spring 2018, we held the annual elections for various Senate committees.

Respectfully submitted,

Handwritten signature of Andy Kelley, consisting of the initials 'AK' followed by a stylized signature.

Andy Kelley (Chair, Senate Elections Committee)

Intercollegiate Athletic Committee
Report to Bradley University Senate
Spring 2018

Committee Members:

Elizabeth Gorman (Student Access Services), Paul Gullifor (CFA), Dennis Koch (Controller's Office), Amanda Newell (EHS), Lee Newton (LAS), Marty Morris (CCET), Nathan Thomas (Student Affairs), Steve Tippett, Chair (Faculty Athletic Representative), Larry Weinzimmer (FCOB).

1. Elizabeth Gorman from the Office of Student Access Services replaced Dr. Amy Scott on the Committee.
2. Dr. Robert Greim conducted an eligibility certification compliance review for the Bradley Athletics Department on November 17, 2017. The purpose of the review was to assist in the ongoing process of examining and improving its eligibility certification program. Findings of the review are to be utilized for guidance and suggestions "as related to modernizing workflows, processes, reporting lines, and job duties to align with current best practices for the profession". In addition to staff from the Department of Athletics and the Faculty Athletic Representative, Dr. Greim also met with representatives from the Registrar's Office, the Office for Enrollment Management, the Office of Undergraduate Admissions, and the Office of Financial Assistance.
3. As noted in last year's report to the University Senate, the Faculty Athletic Representative communicated the proposed formation of the "Athletic Compliance Group. This proposal was substantiated by Dr. Greim and the Compliance Liaisons Working Group was established. Members of the group consist of representatives from the Department of Athletics, from the Registrar's Office, the Office for Enrollment Management, the Office of Undergraduate Admissions, and the Office of Financial Assistance. The group began monthly meetings in the spring of 2018.
4. The FAR has been working closely with the Department of Athletics, the Registrar's Office and Bradley's computing services to devise an online certification tracking form. The form was piloted in the spring of 2018 and has evolved to consistently be utilized beginning fall 2018. Similar efforts are underway to devise an online form to assist tracking student-athlete progress towards degree completion.
5. The Committee on Gender Equality and the Committee on Ethnic Diversity was to one Equity and Diversity Committee. The Committee will be co-Chaired by Jen Jones and Dr. Amanda Newell. The Committee met for the first time on April 34, 2018 and will meet once a year. The Committee will report to the Intercollegiate Athletic Committee. Members of the Equity and Diversity Committee include athletic administration and coaches (five members) along with University administration, staff, and faculty (seven members).

Respectfully submitted,



Steven R. Tippett PT, PhD
Faculty Athletic Representative

RETIREMENT ADVISORY COMMITTEE ANNUAL REPORT

TO: MAT TIMM, PRESIDENT, BRADLEY UNIVERSITY SENATE
FROM: STACIE BERTRAM, KRISTI MCQUADE, NENA PELOW, TANYA MARCUM, FRED TAYYARI
SUBJECT: ANNUAL REPORT, 2017-2018
DATE: 5/1/18

The committee met twice during the academic year to discuss the following charges for the committee:

1. Responsibility and Functionality (as stated in the Faculty Handbook)

a. Annual meeting with Provost and VP for Academic Affairs in order to receive reports on commitments under the current retirement policy.

b. Make recommendations and offer suggestions to the University that would improve the existing retirement plan. Also, to receive suggestions and recommendations from the Provost and VP for Academic Affairs concerning possible changes in the existing retirement plan.

2. Readyng faculty for retirement and post-retirement engagement

a. Review existing University policy and procedures that assist faculty to make progress towards retirement and post-retirement.

b. Review Handbook language and suggest revision regarding committee involvement in roll-out of any subsequent voluntary retirement plan offered to faculty, specifically to enable the faculty to have more input prior to enrollment period

Additionally, the committee discussed the following:

1. The current state of information available to faculty regarding retirement options.

2. Possible options to improve access to information: webinars, orientations, sponsoring events for faculty at different stages in the retirement planning process, newsletters.

3. Benchmarking retirement planning at Bradley by comparing to like institutions.

Recommendations and plans for committee activity for the upcoming academic year include:

1. Formalize a meeting with Provost and VP for Academic Affairs to be held during 2018 Fall Semester.

2. A formal Faculty Handbook review suggesting language that encourages faculty input and feedback solicited by the committee prior to any changes in retirement plans offered faculty.

3. Possible formal solicitation of feedback from faculty regarding satisfaction with current retirement plan.

4. Researching possible venues/activities to distribute information to faculty to assist in retirement planning.

University Resource Committee Update

Inbox x

Stephen Kerr

6:23 PM (14
hours ago)

Re
ply

to me, Bill, Dean, Iqbal, Luke, Michelle, Pratima

Dear Dr. Timm:

It is my pleasure to give you a brief update on the work of the University Resources Committee during the 2017/18 academic year. In response to the direction indicated by the 2017-2022 Strategic Plan the Committee departed from its usual order of work. In the spirit of cooperation with the direction of the current administration, a review of the Committee and its Charge, as set out in the Senate Handbook, was undertaken. Here is a summary of our work.

- 1) The Committee and subsets of the Committee had several meetings with President Roberts and yourself (as Senate President) to wrestle with the Charge of the Committee, in the context of the new Organizational Chart and the 2017-2022 Strategic Plan. It was determined that the Committee would use its 2017-18 agenda to promote Goal 4--related to financial and budgetary transparency.
- 2) Specifically, with regards to the 2017-2022 Strategic Plan, the Committee met and provided input to the Committee's representative on the University Strategic Planning Committee. The implementation plan for Goal 4 of the Strategic Plan is reflective of the Committees input and work.
- 3) The Committee felt that the searches for a Vice President for Legal Affairs and the General Counsel and the Assistant Vice President for Budgeting and Planning were crucial to the implementation of Goal 4. The Committee spent time supporting these searches and in particular, providing suggestions for the AVPBP position description, many of which were included in the search documents.
- 4) The Committee is in the final stages of drafting a new charge for the University Resources Committee that is in keeping with the 2017-22 Strategic Plan and the related items in the Implementation Plan. The Committee approached the Senate with this intention at the beginning of this academic year. The Committee will vote on a new charge at its last meeting for the year, on May 10th. The Committee's recommendation be sent the Senate Executive for consideration of next steps before the start of the 2018-19 academic year.

I would like to thank all the members of the Committee, and note, for the members of the University Senate, what a pleasure it has been to see the dedication with which these members have sought ways to strengthen our University through improved processes for the allocation of university resources: Michelle Fry, Bill Funkhouser, Dean Cantu, Luke Versweyveld, Iqbal Shareef, and Pratima Gandhi.

Stephen,

Stephen G. Kerr PhD (Alberta)
CMA & CPA (Alberta, Canada), CPA Illinois, CGMA
Associate Professor of Accounting and Department Chair.
Foster College of Business at Bradley University,
Cube 104, Campustown Complex, Peoria, Illinois, 61625, USA



DATE: April 30, 2018

TO: Mat Timm, President, University Senate

FROM: Kelly Roos, Chair, Student grievance Committee

SUBJECT: 2017-2018 Annual Report of the Student Grievance Committee

I am pleased to report that the Student Grievance Committee did not meet this year as we had no business.

Report on Activities for Academic year 2017-2018 and Proposed Changes to the Faculty Handbook

Charged by the Faculty Senate

To

The Tenure, Promotion and Dismissal Committee

Tenure, Promotion and Dismissal Committee

Craig Curtis (Chair)

Charles Bukowski

Abdalla Elbella

Elena Gabor Jackie

Hogan

Melissa Peterson (alt)

Deitra Kuester (alt)

Tanya Marcum (alt)

April 17, 2018

Introduction

This report is intended to meet the obligation of all standing committees of the university Senate to report annually on their activities. In addition, the President of the University and Senate Executive committee have requested that we consider the Faculty handbook language applicable to our committee and suggest changes that would improve the function of the committee.

Composition of the Committee

The Tenure, Promotion & Dismissal committee consists of Craig Curtis (chair), Charles Bukowski, Abdalla Elbella, Elena Gabor and Jackie Hogan. The elected alternates are Melissa Peterson and Deitra Kuester. Special alternate Tanya Marcum was appointed by the Senate Executive Committee in response to a request for an additional person to make up a review panel of five for purposes of hearing an appeal.

Activity of the Committee

The committee received one appeal from a denial of tenure and promotion to associate professor. Because Elena Gabor was on sabbatical and because there were legitimate conflicts of interest as identified by the appellant, there were only four members of the committee able to serve on the appeals panel. The rules mandate a panel of five. A request was made to the Senate Executive committee to appoint a special alternate to serve on the review panel. Tanya Marcum was selected and served admirably.

In the aftermath of the appeal, both the Senate Executive Committee and the President of the University requested that the committee reconsider the procedures applicable to review of denials of tenure and/or promotion. The entire committee, including all three alternates, were asked to participate in this process, and all agreed to do so.

For purposes of completing this work, the eight members of the committee were divided into two groups of four. One group, consisting of Tanya Marcum, Craig Curtis, Deitra Kuester, and Melissa Peterson, was asked to consider the issue of the meaning of an abstention and the impact of the box on the performance appraisal form indicating adequate progress is being made towards tenure and promotion to associate professor. Tanya Marcum coordinated the work of this subcommittee.

A second group, consisting of Jackie Hogan, Charles Bukowski, Abdalla Elbella, and Elena Gabor, was asked to consider issues concerning whether the T, P & D committee appeals process should consider the merits of the appeal, the meaning of the term “adequate consideration,” and any matter concerning the actual appeals process. Jackie Hogan was asked to coordinate the work of this subcommittee.

The Recommendations of the Subcommittees

The meaning of an abstention in a vote on tenure and promotion

During the course of the Committee’s deliberations, an issue that came to our attention was the practice of abstentions during Tenure & Promotion committee voting at the departmental level. Although it is our legal right as citizens to abstain, abstentions make an evaluation of the faculty member’s progress toward tenure difficult. To the best of our knowledge, the Faculty Handbook lacks verbiage as to how a majority vote is calculated in promotion decisions at the various tenure and promotion committee levels, specifically, if promotion decisions are made based on assenting votes of a majority of those voting versus a majority of all present and eligible to vote.

Robert's Rules of Order states that in situations requiring a majority vote of the votes cast, abstentions have no effect on the outcome of the vote. They can, however, have a different impact if a majority of the whole group is required (*Robert's Rules of Order Newly Revised*, 11th ed; Da Capo Press, 2011).

We realize that in certain circumstances, a conflict of interest may exist in which voting would be inappropriate, thereby calling for an abstention. However, we:

“As....professors have obligations that derive from common membership...and strive to be objective in professional judgment of colleagues...” (Faculty Handbook, 2017, p. 32, Section II.A).

Given that we as colleagues have an obligation to one another, abstentions where conflict of interest may exist would reflect professional judgment during the tenure and promotion voting process. However, to the best of our knowledge, the Faculty Handbook lacks specificity requiring justification of an abstention or examples of what a conflict of interest might be. Therefore, abstentions without justification seemingly create potential for bias since an abstention could be counted as a “no” vote.

While the term “conflict of interest” is included throughout the Faculty Handbook, specificity of a conflict of interest is limited to Section II.E.9.b.1: *Conflict of Commitment and Conflict of Interest Policies; Conflict of Interest Policy* (p. 119-122):

“The mere existence of a conflict of interest, real or potential, will not necessarily exclude a particular activity because conflicts can span a wide spectrum, from those that are minor and inconsequential to those that have serious consequences and cannot be permitted...”

And also under the *Remedies When Conflicts Exist* (Section II.E.9.b.6; p. 127):

“Remedies may include...abstaining from promotional decisions for staff...”

Therefore, in the rare occurrence that an abstention is necessary, the University Committee for Tenure, Promotion and Dismissal recommend verbiage be added to the Faculty Handbook to clarify the use of abstentions and to help avoid any potential bias or misinterpretation related to: (1) justification for the abstention at the departmental level: and, (2) clarification as to how the abstention is to be interpreted (no-vote or no effect as a part of the whole group).

The Tenure, Promotion and Dismissal Committee recommends that following language (see bold font) be included in Section II (Faculty), Subsection D (Tenure) 5.f.1 (p. 85), after the paragraph regarding the probation period:

The probationary period is six years. During a faculty member's sixth year, the Department makes a decision on tenure, based on the total of all present voting members.

Abstentions should be rarely used during the Tenure and Promotion process at the departmental level as they make an evaluation of the faculty member's progress toward tenure difficult. Although an abstention does not have an effect on the outcome of the vote, abstentions without justification may be negatively interpreted as a dissenting vote. Therefore, justification of the abstention(s) is to be included in the documentation supporting the review and decisions of tenure and or promotion.

Recommendations Regarding the Tenure, Promotion, and Dismissal Committee Operating Procedures

During the course of its deliberations on the appeal from a denial of tenure and promotion to associate professor, the five members of the appeals panel struggled with the issues of the meaning of the term “adequate consideration” and the limited role of the appeals process.

The current procedures for the Tenure, Promotion, & Dismissal Committee incorporate, by reference, an AAUP document that is hardly clear in its definition of “adequate consideration” as a term of art. It was the sense of the committee that this language should be changed and the meaning of such a key term should be determined in an intentioned way by the University Senate. A proposal to include a definition of that term in the Faculty Handbook itself appears below. As a result, language in subsection (a) of the operating procedures was included.

The panel deliberating the appeal also felt uncertain regarding whether any remedy that could be recommended would be meaningful. If an appeals panel disagrees with the decision under appeal, the only remedy under the current handbook language is to recommend reconsideration. The proposal below allows for a greater range of recommendations. As a result, language in subsection (a) of the operating procedures was included.

The panel deliberating the appeal was concerned that the appeals that we heard involved a provost overruling a favorable decision at every level of the process. We also felt that the current handbook language allowed for no consideration of split decisions at lower levels of the process. It was the common understanding of the committee that a unanimous decision at the department, college, or Council of Deans level sends a clear message up the hierarchy that the decision below was a strong one, not to be lightly overruled, while a split decision indicates that there was uncertainty at the lower levels of the process. It was the sense of the committee that a strong, unanimous vote at the departmental level should be given great deference at all levels of the decision making process. As a result, language in subsection (n) of the operating procedures was included.

Lastly, the current language in the handbook does not call for the president to provide an explanation of a decision to reject the recommendations of the Tenure, Promotion & Dismissal Committee in case of an appeal. The burden is on the committee to request a written explanation. The sense of the committee was that the president should provide a written explanation of a rejection of a recommendation in all cases, without a request from the committee. As a result, language in subsection (m) of the operating procedures was included.

The Tenure, Promotion and Dismissal Committee recommends consideration on the following amendments to , to be included in Section II (Faculty), Subsection E (Due Process) 3 (Tenure, Promotion, and Dismissal Committee Operating Procedures, p. 94):

- a. The primary purpose of the Committee shall be to determine whether proper procedures were followed in cases involving non-renewal (See Termination of Employment), tenure, promotion, or dismissal. The Committee may consider whether "adequate consideration" was given by the decision-making bodies, if the contrary charge is made by the faculty member. In line with AAUP Policy Documents and Reports, when weighing whether “adequate consideration” was given, the Committee will consider whether “all available evidence bearing on the relevant performance of the candidate” was considered in a reasonable and proportionate manner, whether there was “adequate deliberation by the department over the import of the evidence in light of the relevant standards” for tenure and promotion, whether “irrelevant and improper standards were excluded from consideration,” and whether the decision was “a bona fide exercise of professional academic

judgment.” If the Committee determines that adequate consideration was not given it may recommend appropriate remedies.

...

- m. The Committee shall submit in writing its recommendations concerning the case to the President and to the faculty member. If the President chooses to reject the Committee’s recommendations, the President shall provide the Committee with a statement detailing the reasons for rejecting the recommendations.
- n. While the President will normally defer to the primary authority of the department in tenure, promotion and renewal decisions, the President will have greater discretion in cases when there are closely split votes, when there are procedural issues or questions concerning the adherence to the tenure and promotion guidelines as set out in a departmental or college tenure and promotion policy or in the Faculty Handbook, or when there is evidence of serious misconduct by a faculty member.
- o. When discrimination on grounds of race, color, age, religion, sex, or national origin is alleged, the faculty member may consult with the Equal Employment Opportunity/Affirmative Action Office.
- p. Every reasonable effort will be made to conclude the Committee's proceedings and to make a recommendation to the President within 45 days after the matter has been formally submitted to the committee. This time period shall not include University holidays and times when the faculty are not under contract, such as during the summer.

Recommendations Regarding the Current Performance Appraisal Form for Faculty Memorandum

In the course of deliberations regarding the potential for revision of the Faculty Handbook governing official actions of the University Senate Committee on Tenure, Promotion, & Dismissal, we have noted that the current performance appraisal form for faculty is potentially problematic with regard to the box that denotes whether a probationary faculty member is making adequate progress towards tenure. Where the record of a faculty member shows a consistent record of having this box checked yes, a denial of tenure and promotion is hard to defend, yet, it is quite conceivable that such a situation would arise.

While it is not within the jurisdiction of the University Senate Committee on Tenure, Promotion, & Dismissal to determine the content of said faculty appraisal form, we recommend consideration be given toward a revised faculty appraisal form that is focused on the primary purpose of said form, which is to provide feedback to the faculty member to be used by them to improve their performance. Best practices in personnel management would suggest that a forced choice, yes or no, box, is not well suited to that task. The members of the committee would be happy to meet with the Provost to share the kinds of issues that we considered during our

deliberations concerning this form.

Bradley University Senate
2017-2018
May 2, 2018, Eighth Regular Meeting

Faculty *(please initial)*

Alvin, Chris	CLAS		Gobeyn, Mark	CLAS		O'Brien, Kevin	FCB	
Bailey, Bill	FCB		Goitein, Bernie	FCB	TP	Palakeel, Thomas	CLAS	
Blair, Eden	FCB		Hanke, Eran	CEHS	ell	Podlasek, Bob	CCET	
Banning, Stephen	SCCFA	SS	Hatfield, Patty	FCB	PH	Portocarrero, Melvy	CLAS	
Rachel Borton	CEHS		Heinemann, Steve	SCCFA		Reyer, Julie	CCET	OR
Bosma, Wayne	CLAS		Herman, Tony	CEHS		Roos, Kelly	CCET	
Brammeier, Heather	SCCFA	HB	Johnson, Celia	CLAS		Shastry, Prashad	CCET	
Bruns, Laura	SCCFA		Kelley, Andrew	CLAS	AK	Sinha, Amit	FCB	
Bukowski, Jeanie	CLAS		Kelly, Joe	CEHS		Smith, Dan	SCCFA	DCS
Carty, Tom	CLAS	tel	Kerr, Stephen	FCB		Stern, Travis	SCCFA	TUS
Cisneros, Aldolpho	CLAS		Kimberlin, Kevin	CLAS	IK	Stover, Naomi	CLAS	MS
Drake, Teresa	CEHS	TW	Krishnamoorthi, K.	CCET	vet	Timm, Mathew	CLAS	
Elbella, Abdalla	CCET	AE	Lamoureux, Ed	SCCFA	el	Vick, Lori	CEHS	
Erickson, Deb	CEHS	dy	Leach, Darcy	CLAS		Weaver, Priscella	CEHS	
Fakheri, Ahmad	CCET		Lukowiak, Twila	CEHS		Williams, Chris	CLAS	
Frazier, Meg	Lib	mo	McQuade, Kristi	CLAS	DJC	Williams, John	CLAS	
Glassmeyer, Danielle	CLAS	AD	Morris, Marty	CCET	mm	Yoo, John Jung-Woon	CCET	
			Muncy, Jim	FCB	sm	Wagoner, A. Jay	SCCFA	AW
			Nugent, Patty	CEHS	pn			

Ex-officio *(please initial)*

Students *(please initial)*

Akers	Lex		Kindler	Andy		Student Body President	Mikki Tran	
Anna	Gary		Malinowski	Olek		Graduate		
Bakken	Jeffrey		McAsey	Mike		Undergraduate		
Galik	Barbar		O'Brien	Matthew		Undergraduate		
Gorman	Zach		Roberts	Gary				
Galik	Barbara		Sattler	Joan				
Heuser	Jake		Skaggs	Jobie				
Huberman	Jeffery		Thomas	Nathan				
Jones	Chris		Zakahi	Walter				37

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