BRADLEY University

Bradley University Senate
Fourth Regular Meeting of the 2018-2019 Senate

3:10 p.m. – 5:00 p.m., February 21, 2019
Michel Student Center, Ballroom A

MISSION:

Bradley University empowers students for immediate and sustained success in their personal and professional endeavors by combining professional preparation, liberal arts and sciences and co-curricular experiences. Alongside our dedication to students, we embrace the generation, application and interpretation of knowledge.

Agenda

I. **Call to Order**

II. **Announcements**

III. **Approval of Minutes (attached)**

IV. **Reports from Administrators**
   A. President Roberts
   B. Senior Vice President of Academic Affairs and Provost Zakahi

V. **Report from Student Body President Mikki Tran**

VI. **Consent Agenda**

VII. Senate EC appointed Dr. Kristie McQuaid to the Contractual Arrangement Committee

VIII. EC recommendation on Senate Restructuring
   a. Rename the Committee on Affirmative Action to Equity and Diversity

   b. Eliminate Retirement Advisory Committee and move to Contractual Arrangement, increase the membership by one from HR

   c. Move the Committee on Honorary Degrees to the Sub Committee on Regulations and Degree Requirements

IX. President Evaluation (see Attachment 1)

X. Provost Evaluation Process modification (see Attachment 1)

XI. **Old Business**

Handbook Language University Resources Committee
Page 24 Revision 2.15a – April 19, 2018

From Pages 5 & 6 Revision 2.16 – December 5, 2018

Among the most important internal operations of the University on which there should be joint determination, and for which the maximum effectiveness in communication should be established and maintained are the following:

Planning concerning the future objectives and how to achieve them;

Establishment of priorities and policies concerning the allocation of all resources, human and physical, among competing demands for both the short-run and the long-run;

Information on the current budgetary situation and on budgetary projections

in order to plan and establish priorities.

Postpone adoption of the modified charge below, pending the determination if it will allow achievement of the above.

9. The Committee on University Resources (introduced in the last meeting vote in the February Meeting)

The University Senate is charged with the responsibility of participating in decision-making about the academic goals of the University and policies and programs formulated to achieve them. These decisions, if they are to be consistent and effective, must be made within a known framework of University priorities and guidelines. Representative of the University community as a whole, the Senate must participate in the process of determining those goals and priorities and the distribution of resources allocated to their achievement.

The University Resources Committee can best do this on behalf of the Senate by focusing its attention on University-wide and long-range decisions, and not involving itself in decisions ordinarily and properly made by departments, colleges and other Senate Committees.

1. The function of the Committee on University Resources shall be:
    a) To foster the compatibility of resource allocations with overall University goals by focusing its attention on University-wide and long-range decisions:
        1. To review and analyze policies, projections, procedures and results of University actions involving the acquisition and allocation of resources;
            i.   The administration will share the financial plan in advance of the annual budget cycle and plan for an open and transparent process. The University Resources Committee will provide feedback and collaborate in the finalization of the budget for the upcoming fiscal year.
            ii. The University Resources Committee will be informed of any changes in budget policy and the University Resources Committee will provide recommendations and/or feedback on proposed changes.
        2. To consult with Vice Presidents, and the Deans as needed, concerning the budget processes established in conjunction with the Chief Financial Officer and Assistant Vice President for Budgeting and Planning, and report its observations and recommendations to the Senate each year;
        3. To make periodic reports and recommendations to the University Senate Executive Committee, which will make recommendations to the University Senate.
    b) To obtain needed information from the University Administration on a timely basis as required for the effective performance of its duties.
2. The Committee on University Resources shall consist of six members. Four members shall be appointed by the Executive Committee of the Senate, one

of whom shall be chosen from among those whose training and experience is in areas relevant to the Committee. One shall be appointed from the staff of and by the Chief Financial Officer. One shall be a student appointed by the Student Senate.

    a) Appointments are made for three-year renewable terms with staggered terminations

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

XII.   New Business

XIII.   Adjournment

Consent Agenda

172246	**Core Curriculum Addition**	HIS HIS 323 Ancient Greece and the Hellenistic World
175456	**Course Addition**	P T P T 762 Advanced Dry Needling Upper Quarter Integration
175455		P T P T 761 Advanced Dry Needling Lower Quarter Integration
174624		FCS FCS 237 Sustainability in Retail
167025		M E M E 390 Mechanical Engineering Seminar
153408		HIS HIS 352 Introduction to Digital Humanities
174867	**Course Deletion**	CFA CFA 201 Entrepreneurial Mindset in CFA
175286	**Course Modification**	MTG MTG 341 Marketing Research I [Changes:PreReq]
174967		P T P T 624 Gross Anatomy II [Changes:Hours]
174966		P T P T 622 Functional Anatomy II [Changes:Hours]
174965		P T P T 614 Gross Anatomy I [Changes:Hours]
174963		P T P T 612 Functional Anatomy I [Changes:Hours]
174914		P T HS 310 Statistical Procedures in Health Sciences [Changes:Number]
174900		PSY PSY 691 Research I [Changes:Hours,Desc]
174837		IME IME 481 Lean Production Systems [Changes:PreReq]
174739		PSY PSY 315 Child Psychopathology [Changes:Desc]
174717		BIO BIO 341 Personal Genomics [Changes:Title,Desc]
176354	**Minor Modification**	THE Theatre Arts

Bradley University Senate
Fourth Regular Meeting of the 2018-2019 Senate

3:10 p.m. – 5:00 p.m., December 5, 2018
Michel Student Center, Ballroom A

Minutes

MISSION:

Bradley University empowers students for immediate and sustained success in their personal and professional endeavors by combining professional preparation, liberal arts and sciences and co-curricular experiences. Alongside our dedication to students, we embrace the generation, application and interpretation of knowledge.

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Minutes

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I. **Call to Order at 3:12 pm**

II. **Announcements**

III. **Approval of Minutes (attached)**
Senator Blair 1st; Senator Smith 2nd
Discussion: None
Motion carries

IV. **Reports from Administrators**
A. President Roberts
1. **The city has decided to levy a fee** on buildings and grounds. Although we're exempt from property tax, the initial amount is $26,000 in the first year, and the concern is that it can escalate in the future. He is in conversation with Counsel and other impacted nonprofits.
2. **Beginning to model a budget for next fiscal year.** Problem is to determine if recent events were one-time flukes or a new normal. Several models are being analyzed to measure impacts on budget. Examples: **instead of 1.75 %, have a 1 % raise pool. Or take the last 2 years of the faculty adjustment and roll it out over 3 years.** They are also modeling different numbers in relation to retention, enrollment, etc. The budget is due in May and information will be shared in Spring.
3. **The "Blueprint for moving forward"** has been seen by various groups: President's Faculty Advisory Group, Deans, and Administrative Council. A final document (an outline that can be modified) is due by the end of January to present to the full college meetings that President and Provost will be attending. The goal is to include things like more interdisciplinary programs and more online graduate programs.

There are two related fundamental issues that the blueprint tries to address:
1. How immediate is our financial dilemma?
2. Financial statements don't give a clear picture so a new way to calculate is needed.

Financial statements show an operating deficit, while we also have a cash surplus. A big part of the operating deficit is depreciation. The depreciation number used is based on IRS rules, rather than what we may need for the future or current expenses. Thus, we don't really know what we have to set aside for our future needs such as Technology, upgrades to student facilities and academic and office spaces. Administration is starting to do an assessment of technology needs and building needs so we can determine what to set aside to cover long term capital expenses.

There are no plans to do any draconian cutting for next year.

Questions from Senators included:
- How other schools handle the financial issues outlined.

- If there are overlaps and redundancies between the Strategic Plan and the Blueprint that create contradictions, which document will be prioritized?

Responses:
- Other schools use the same kind of financial statements that we do. Accountants say that's what you have to do, that's what creditors want to see, and Standard and Poor's looks at this to determine bond rating. So, we'll need to produce them, but for planning we need more of a look at current financial status.
- Administration wants to be sure that Blueprint is consistent with Strategic Plan. However Strategic Plan is not financially focused. So, the Blueprint is a supplement. It may cause a few things on SP to change timeline.

Motion to let Tim Koeltzow speak.
Past President Timm 1ˢᵗ, Senate President Fakheri 2ⁿᵈ.
Approved.

Tim Koeltzow stated that we've struggled to nurture our minority and underrepresented students, yet we never attach dollar figures to initiatives. Recommends that we generate a $30,000 challenge grant structure to create plans to better address students' needs. If a pilot project works, it will be amply paid for by retention.
President Roberts replied that one issue addressed in the Blueprint is the climate and culture toward minority students and mentioned the possibility of adding a Senior VP for campus climate. He commented that he gets grief whenever more money is spent on administrative posts. Also, that position would cost more than 30k, but it could be critical to retention.

B. Senior Vice President of Academic Affairs and Provost Zakahi
   1. Thanks for work this term and reminder to keep an upbeat mood in support of our graduating students.
   2. Student Success Collaborative will now be called Navigate (partnership with the external company called Education Advisory Board). We've been extracting data since September and it's useful. Example of things learned: We know how many students are enrolled for Spring in a more real-time way and with the data have been able to intervene to get students. SSC (Navigate) is also helping to generate alerts about students for missing class, etc. Currently, Student Affairs is maxed out in their ability to manage responses, so they are shipping this out to the colleges for the actual educational side of things. The Associate Deans have been discussing this.
   3. Students of ethnicity: looking into why they are leaving. Are they stepping out not dropping out – is it for a financial reason? Student Business office is reaching out to students with financial holds to encourage conversation.
   4. Dashboard for Implementation Plan of Strategic Plan should be ready by next week.
   5. Program prioritization will be discussed later in the meeting. So, questions on that later.
   No Questions.

V.   **Report from Student Body President Mikki Tran**

No report

VI.   Consent Agenda (attached)
Four items (no items pulled). Approved by consent.

VII.   Handbook Language University Resources Committee

Page 24 Revision 2.15a – April 19, 2018

9. The Committee on University Resources

The University Senate is charged with the responsibility of participating in decision-making about the academic goals of the University and policies and programs formulated to achieve them. These decisions, if they are to be consistent and effective, must be made within a known framework of University priorities and guidelines. Representative of the University community as a whole, the Senate must participate in the process of determining those goals and priorities and the distribution of resources allocated to their achievement.

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      2. To consult with Vice Presidents, CFO, and the Deans as needed, concerning the budget processes and report its observations and recommendations to the Senate each year;
      3. To make periodic reports and recommendations to the University Senate Executive Committee, which will make recommendations to the University Senate.
   b) To obtain needed information from the University Administration on a timely basis as required for the effective performance of its duties.
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members shall be appointed by the Executive Committee of the Senate, one of whom shall be chosen from among those whose training and experience are in areas relevant to the Committee. One shall be appointed from the staff of and by the Chief Financial Officer. One shall be a student appointed by the Student Senate.

   a) Appointments are made for three-year renewable terms with staggered terminations
   b) The Chairperson of the Committee shall be elected from and by the members of the Committee.

Motion to adopt: Past Senate President Mat Timm, 1st, no second needed.

Discussion:

Questions focused on guarantee of representation of all colleges on this committee, whether there was difficulty staffing, concerns about gridlock with an even number on the committee, the status of the Library in regard to staffing committees, and a request to have the Committee address the Senate about these changes on several points.

Senate President Fakheri clarified that it is desirable, but it is not required to have representation of all colleges, and spoke to the general idea of streamlining committees, as well as some who wish to have a staff representative on the committee. He invites discussion. President Roberts observed that it's an advisory committee, so gridlock is not an issue. Senate President Fakheri stated that University Resources Committee will be invited to the next meeting.

VIII. Program prioritization.

No motion was made; this was a discussion. Provost Zakahi's initial comments and major points of discussion are summarized below.

Provost Zakahi: Strategic Planning Committee plans to hold meetings with campus community to inform about the criteria early next semester. The prioritization criteria are in draft and feature the following considerations:

1. **Program demand.** Degree programs should be offered that are attractive to students. He is considering hiring a firm that specializes in analyzing program demand, looking at our demand data, and regional demand data, and demand for jobs. This works well for professional degrees, but not as well for non-professional degrees so he wants to ask about things like graduate school applications.

2. **Program quality**. Considering the quality of teaching, evidence of learning, unit outcomes such as alums being employed or in graduate school and factors like having a unit level strategic plan.

3. **Centrality to mission**…the unit's role in student success in and after graduation, unit's role in professional preparation, liberal arts education,

and co-curricular activities, the unit's scholarly activity, support of University's core values including inclusiveness and connectivity.

4. **Unit efficiency and productivity.** Student credit hours, contact hours, SCH produced for other units, time spent on teaching and advising, service, (noting that scholarship is under centrality to mission). Time spent on administration and things like average class size.

The SPC is trying to figure out what can be populated automatically and where narratives are wanted. There is a goal to give departments a chance to respond to third party provider's information about demand. When the SPC findings are shared, sample of a document that programs will complete will be provided.

Questions, concerns and comments included the following
- whether there is room for programs to speak to goals for growth not yet realized.
- whether the pay disparity between programs will be considered in terms of productivity.
- how overhead costs will be handled, including a need to calculate in ways that reflect what's actually happening (like the depreciation issue raised in earlier in the meeting) rather than obscuring.
- whether the process of reviewing prioritization criteria will indeed be interactive and open to change.
- how BCC courses and service to the BCC program will be factored in (noting the disparity between a writing intensive composition course and a large lecture course). How will their differences be calculated?
- explanation of how Foster College is currently doing similar calculations with the offer to help others with this calculation. In addition, suggestion made about considering colleges as offering a portfolio of offering, picking battles, seeking balance, and managing things comprehensively together.
- concern about how Honors courses (which promise low enrollment) will be handled.
- concerns about the way that admissions will be used as a metric since departments have little control over this.
- reminder that financial analysis is already available to us via IT department and Director of Institutional Effectiveness.
- concern about faculty workload: overloads, and heavy teaching take a toll and research time needs to be assured.
- concerns about a big change in focus: rather than talking about new freshman in majors, we are making a shift to concern about SCH.

Provost Zakahi was the primary respondent with these answers and clarifications:
- assurance that in addition to looking at current programs, this process will invite examination of programs' opportunities for growth.

- while compensation is market driven, there is consideration of compensation in efficiency metrics – the salaries paid are considered in relation to revenue produced.
- overhead costs are currently being estimated at 40% as a placeholder; there is not available data to figure this more precisely. President Roberts later commented on other strategies for calculating overhead. But he also made the point that Program Prioritization doesn't dictate all decisions about allocation because we are mission driven, not profit driven. Programs that are central to the mission have to remain to maintain the integrity of the University.
- assurance that feedback from all units is wanted and this will be an interactive process.
- SCH will be the basis for assessing revenue so BCC service will be accounted for.
- the SPC committee is discussing a multiplier for High Impact practices that can be applied to Writing Intensive, Honors, etc.

Motion to allow Associate Provost Jobie Skaggs to speak:
Senator Thomas 1ˢᵗ , Past Senate President Timm 2ⁿᵈ .
Approved

> Associate Provost Skaggs offered further comment on multipliers.

- outside vendor will give us regional data, and that will help us to work on how to think about demand (in response to admissions question).
- While faculty overload is addressed in the strategic plan, workload could be considered in efficiency metrics. For instance, a heavy teaching college or program will get a higher efficiency rating than others, but they might not do as well in the other metrics.
- while SCH has been part of the decision making for several years, it has been working as a substitution for thinking about demand and that's thing we have to pay the most attention to. There are areas where we have great demand and cap our admissions.

VIII. **Old Business**

 IX. **New Business**

  X. **Adjournment**
 Motion to adjourn: 1ˢᵗ Senator Bosma.
 Adjourned at 4: 39

D. Procedures for Evaluation of the President and Provost

Regarding the performance of Bradley University's President and Provost

Feedback shall be solicited every three years.

Initiation of feedback for the University President

a. The Senate President shall contact the Chair of the Board of Trustees, or his/her designee, in January of the University President's third year, and every subsequent third year, to initiate the feedback process.

b. The Board shall construct appropriate feedback survey questions and return them to the Senate President no later than March 1.

c. The Senate President, in conjunction with the Chair of the Board of Trustees, shall determine an appropriate time period for responses.

d. The Senate President shall distribute the survey to all full-time employees of the university.

e. Individual responses shall be returned directly to the Chair of the Board of Trustees.

f. These responses should be considered in the evaluation of the University President.

Initiation of the feedback for the Provost and Vice-president for Academic Affairs of the university

a. The Senate President shall contact the University President in January of the Provost's third year, and every subsequent third year, to initiate the feedback process.

b. The University President shall construct appropriate feedback survey questions and return them to the Senate President no later than March 1.

c. The Senate President, in conjunction with the President of the university, shall determine an appropriate time period for responses.

d. The Senate President shall distribute the survey to all full-time employees under the areas of the Provost's responsibilities.

e. Individual responses shall be returned directly to the University President.

f. These responses should be considered in the evaluation of the Provost.

Suggested survey questions to elicit feedback:

a. What if the President (Provost) doing that the President (Provost) should keep doing?

b. What is the President (Provost) doing that the President (Provost) should stop doing?

c. What is the President (Provost) not doing that the President (Provost) should be doing?

d. Additional comments

e. The President or Provost shall be invited to propose additional question(s).

E. Procedures for Evaluation of Deans

1. **Description and Objectives**

   a. The word "Dean" as used in this document means Dean of an Undergraduate College. Procedures described here do not apply to the President, Provost, the Dean of the Graduate School, or other administrators.

   b. The evaluation of a Dean provides the Dean with information that the Dean can use to become a better Dean. The evaluation keeps the channels of communication open between the Dean, the Provost, and the faculty of the College.

   c. The ultimate responsibility for evaluation of Deans rests with the Provost and the President. Such evaluation is continuous and ongoing.

   d. Two types of evaluations of Deans are conducted, one every year by the Provost and the other every third year by a faculty committee. The evaluation by the faculty committee is designed to provide additional information to the Provost and the Dean.

2. **The Survey Questionnaire**

   a. The evaluation process includes a questionnaire submitted to all full-time faculty of the College with one year of service or more and a rank of instructor or higher. The questionnaire is designed to collect information about how the Dean is perceived by the faculty of the College.

   b. There is room on the questionnaire for written comments.

   c. The respondents' anonymity is protected at all times.

   d. The questionnaire is distributed the first week in October and is due back by the middle of October.

   e. The same questionnaire is used in the annual evaluations and in the third year evaluation.

   f. The questionnaire and revisions to it must be approved by the University Senate.

3. **Procedures for the Annual Evaluation Conducted by the Provost**

   a. The cover letter that accompanies the questionnaire shall state that the completed questionnaires are to be submitted directly to the Provost, who will read them, tabulate them, and then forward them and the tabulations to the Dean.

   b. The Provost may invite the faculty of the College to submit comments on the Dean in the form of signed letters or signed memos. This invitation may accompany the survey questionnaire but it should state clearly that the signed comments are to be submitted under separate cover.

c. Each signed submission to the Provost is strictly confidential. The Provost may call the people who made signed submissions to discuss their comments or ask permission to share their comments with the Dean.

d. In evaluating the Dean, the Provost may use information from additional sources such as other Deans, outside advisory groups, and student groups.

4. **Procedures for the Third Year Evaluation Conducted by the Faculty Committee**

a. The Dean shall be evaluated by a faculty committee in the Dean's third year in office, and again in each subsequent third anniversary year.

b. All deliberations of the faculty committee are confidential. The charge of the committee is to collect and analyze information about how the Dean is perceived by the faculty of the College and to convey this information to the Provost and ultimately to the Dean.

c. The Faculty committee has five members. Four are elected at large by the full-time faculty of the College with one year of service or more and a rank of instructor or higher. The Provost appoints the fifth member of the committee. The appointed member must be a full-time faculty member but need not be from the College. Formation of the faculty committee should be completed by the end of September. The faculty committee elects its chairperson from among its members.

d. The cover letter that accompanies the questionnaire shall state that the completed questionnaires are to be submitted directly to the committee and that the committee will read the responses, tabulate them, and forward them and the tabulations to the Provost as part of its final report. The cover letter shall also state that the Provost will forward the report, including the completed questionnaires and the tabulations, to the Dean.

e. A notice announcing the existence of the committee, its purpose, and its membership shall be posted in a conspicuous place in the College. The notice shall invite faculty members to submit signed comments to the committee or to meet with the committee.

f. Each signed submission to the committee is strictly confidential. The chair of the committee may call the people who made signed submissions to discuss their comments or ask permission to share their comments with the Provost. If such permission is granted, the Provost may call at a later date to discuss their comments or ask permission to share their comments with the Dean.

g. The chairperson of the faculty committee shall present to the Provost a written confidential report summarizing the committee's findings. The report shall substantiate its conclusions in a way that is consistent with Part f above.

h. The Provost may request more detailed substantiation of specific conclusions. The committee shall comply to the extent consistent with Part f above.

i. After reviewing the committee report and discussing it with the committee, the Provost shall forward the report, including the completed questionnaires and the tabulations, to the Dean.

j.   The Provost shall discuss the committee's report with the Dean.

k.   In evaluating the Dean, the Provost shall use the committee's report and may use information from additional sources such as other Deans, outside advisory groups, and student groups.

5. Correspondence and Forms for Evaluation of Deans

Sample correspondence, Dean Evaluation Form for Faculty, and Dean Evaluation Form for Executive Committee Members are found in the appendix.