



**Bradley University Senate
Eighth Regular Meeting of the 2019-2020 Senate**

3:10 p.m. – 5:00 p.m., May 6, 2020
Online



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. Approval of the Minutes (See [Attachment 1](#))
- III. Reports from Administrators
 - A. President Roberts
 - B. Senior Vice President of Academic Affairs and Provost Zakahi
- IV. Report from Student Body President Megan Brezka
- V. Consent Agenda

ID	Document	Name	Description	Submit	Due
191050	Core Curriculum Addition	Dawn Roberts	PSY PSY 295 Fundamentals of Directed Research	3/27/20	1/20/21
189196	Core Curriculum Addition	Kevin Capie	COM COM 360 Digital Journalism	2/25/20	1/20/21
188797	Core Curriculum Addition	Rachelle Pavelko	COM COM 480 Public Relations: Case Studies and Campaigns	2/10/20	1/20/21
188647	Core Curriculum Addition	Dawn Roberts	PSY PSY 495 Directed Research Experience	2/3/20	1/20/21
191051	Course Addition	Dawn Roberts	PSY PSY 295 Fundamentals of Directed Research	3/27/20	1/20/21
191048	Course Addition	Melvy Portocarrero	WLC WLS 440 Historical Memory in Post Franco Spain	3/27/20	1/20/21
190594	Course Addition	Dawn Roberts	PSY PSY 495 Directed Research Experience	3/22/20	1/20/21
190544	Course Deletion	Joshua Lewer	ECO Q M 260 Quantitative Methods in Finance	3/20/20	1/20/21

VI. Ad hoc Committee Charge and Membership

The committee shall formulate specific recommendations to identify practical cost savings, revenue enhancements, and other financial opportunities which will lead to short and long term success consistent with Bradley's core values and academic mission.

Aaron Buchko
Bernard Goitein
Brad Andersh
Jacqueline Hogan
Jeanie Bukowski
Joshua Dickhaus
Paul Wayvon
Teresa Drake
Timothy Koeltzow
Yufeng Lu

VII. Report from the Senate Committees

1. Student Grievance Committee – No Student grievances at the University level.
2. Committee on Equity and Diversity-

The Committee on Equity and Diversity worked throughout the Fall in the guidelines, application form, and rubric for the grant "Diversity and Inclusion Initiative" as requested by the Provost in alignment with the Goal 3 of the University's Strategic Plan. The mission of the D & I Initiative is to fund lectures, exhibitions, workshop(s), performances and other events that enrich campus life through the presentation of ideas and cultural experiences related to diversity, inclusion, accessibility, equity, and belonging.

At the end of the Fall such grant guidelines and application form were shared with Cara Wood from Student Activities, Norris Chase and Jhoanna Vega-Rocha from Diversity and Inclusion and Heljä Antola Crowe from CTEL, in order to get their feedback. Based on their feedback and recommendations, in the Spring Semester the committee got together and worked on editing such forms as well as developed a formal mission statement and goals and a grant memorandum for those individuals or organizations awarded with such grant. The documents were ready right before the Spring Break, but they were not submitted to the Provost Office in consideration that there are more important concerns and priorities at this time.

Once there is an announcement on when students will be back to campus, the committee will send the documents to the Provost Office for its consideration and its reassurance that there are funds for such grant. Once the Provost Office determines whether or not there is money for this initiative, the committee will request the Office of Diversity and Inclusion and CTEL to announce and advertise it in their webpages.

3. Admissions and Retentions Committee -

From: Bernard Goitein <bjg@fsmail.bradley.edu>

Subject: ARC report

Date: May 1, 2020 at 2:55:09 PM CDT

To: Ahmad Fakheri <ahmad@fsmail.bradley.edu>

We met to discuss two major topics: The sharp decline in Academic Exploration Program (UNV AEP) deposits in Fall 2019 from the year before; and the Test Optional Proposal (TOP) .

Re UNV AEP: Please see summary of discussion, that notes, " Fortunately we are still successful in generating satisfactory number of UNV AEP applications and UNV AEP admits, so Bradley recruitment and admission staff might take steps, so that admitted AEP students once again enroll at rates of earlier years."

Re Test Optional Proposal (TOP): Please see summary of discussion, that includes topics such as potential benefits of TOP, how it fits with applicants use of the " Common Application," and TOP challenges for Bradley decision making in technical areas.

Bernard Goitein, Ph.D.
Professor
Management and Leadership

Chair, Admissions Committee

I. Concerns re Academic Exploration Program (UNV AEP) were shared at the Admissions Committee.

Concerns: The Committee shared concerns with the 2019 decline in Academic Exploration Program (UNV AEP) deposits (See embo report). This decline was not associated with a corresponding surge in deposits for other undergraduate majors.

Fortunately, we are still successful in generating satisfactory number of UNV AEP applications and UNV AEP admits, so Bradley recruitment and admission staff might take steps, so that admitted AEP students once again enroll at rates of earlier years.

Background: Bradley's five Colleges offer an especially broad range of majors. Without the Academic Exploration Program, some students come to campus and declare a major, and then change majors, often more than once. Bradley's AEP helps address this problem, with vocational interest testing, individual advisers and special classes, so that these students find the major right for them, the first time.

The Academic Exploration Program has generated favorable enrollments of these AEP students at Bradley, enrollments that have "historically supported undergraduate enrollment over the last several decades," where students start in Bradley's AEP, and then transfer to the major that is right for them. The number of UNV AEP students had continued to support our undergraduate enrollment, even as other schools also began to offer versions of AEP.

Action Options: Administration representative pointed to changes in applicants/prospective student body as potential causes. The rise in "first generation" college students is one such.

These students (and their families) may have less awareness of the problem that AEP was designed to address (declaring a major, changing majors, often more than once), hence reduced attraction to Bradley's AEP, with its vocational interest testing, one-on-one advisers and special classes, where students find the major right for them, the first time.

As such, Bradley might implement practices to better promote awareness of AEP and its value to these "first generation" college students and their families .

II Test Optional

On the positive side, our discussions noted the possibility of the Test Optional Proposal (TOP) attracting otherwise desirable applications to Bradley from students with favorable high school records (HSGPA), yet relatively low SAT/ACT test scores. Data regarding that point are reported

in <https://www.nacacnet.org/globalassets/documents/publications/research/defining-access-report-2018.pdf>

In that context, page 67 of the report states: " We also agree with characterizations of the most likely students to have strong HSGPAs and low testing: women, First-Generation to college, low income students, and students who speak a second language at home.21"

The Committee discussed our students use of the Common Application , where they specify test scores, when needed, but not specify them, if so preferred, were we to become a TOP school. Discussions revealed how TOP would fit with the typical BU applicant, about 80% of whom rely on the Common Application, "... which allows applicants to use one basic form for hundreds of colleges" (from Mellissa Korn, "How to fix College Admissions" Wall Street Journal Review, page C2, Nov 30/Dec 1, 2019). Korn (2019, p. C2) notes that users of the Common Application have increased the number of schools to which they apply -"36% of students submitted seven or more applications in 2017, up from 10% in 1995."

The Committee also discussed TOP challenges for Bradley decision making in technical areas such as Math, where these tests needed for the appropriate placement in Math for students.

4. Report From the Contractual Arrangement Committee (see [Attachment 2](#))
5. Report From the University Resources Committee (see [Attachment 3](#))
6. Report From the Intercollegiate Athletic Committee (see [Attachment 4](#))
7. Report From the Committee on International Initiatives ([Attachment 5](#))
8. Report From the Elections Committee

27 April 2020

To: Dr. Ahmad Fakheri, President, University Senate
From: Andrew Kelley, Chair, Senate Elections Committee
Re: Elections Committee Report for the 2019-2020 Academic Year

Committee Members:

Eden Blair
Heather Brammeier
Teresa Drake
Andrew Kelley (Chair)

Dear Dr. Fakheri:

In the 2019-2020 academic year, the Senate Elections Committee conducted the routine elections for various Senate committees. In January, the committee also took part in discussions about the use of the University Assembly, something that never ended up taking place.

Thank you.
-Andrew Kelley

- VIII. Old Business**
- IX. New Business**
- X. Adjournment**

To: Ahmad Fakheri, President of the University Senate

From: Committee on Contractual Arrangements

Kristi McQuade, Chair; Brad Andersh (Fall 2019); Dayna Fico; Elena Gabor;
Pratima Gandhi; Tanya Marcum; Steve Tippett (Spring 2020)

Re: Annual Report (2019-20 academic year)

Date: May 1, 2020

The following activities were performed by the Committee on Contractual Arrangements during this past academic year. (See below for the Committee's function.)

1. Consult on Changes to Employee Benefits

- The Committee met with Vice President for Legal Affairs and General Counsel Erin Kastberg several times to discuss cost-saving changes to employee health insurance and short-term disability benefits.
- In these meetings, we compared our current benefits to those offered at peer institutions, and we debated the pros and cons of various options for changes to our plan.
- While the Committee recognizes that any cuts to benefits are detrimental to employees, we also recognize the urgent need to protect the financial viability of the institution.
- We report here that the changes adopted, communicated to employees in an email from the President on April 30, do reflect input from our Committee.

2. Review and Revise Full-time, Non-tenure Track Faculty Service Policy – In progress
The Committee was tasked in 2018-19 with reviewing the handbook for policies related service by non-tenure track faculty. The proposal we presented in April 2019, was sent back to our committee for additional review. Our committee discussed the policies and proposed changes further, and intends to bringing a revised proposal to the Senate during the 2020-21 academic year.

3. Review and Revise Consensual Relationship Policy – In progress

The Committee was tasked in 2018-19 with the reviewing and revising the University's interim policy on consensual relationships. We did not make significant progress on this project, so this work will need to resume during the 2020-21 academic year.

The Committee on Contractual Arrangements (from p 25-26 the Faculty Handbook, Rev 2.16)

1. The functions of the Committee on Contractual Arrangements shall be:
 - a. To work with and act in advisory capacity to the Administration in establishing the best possible contractual arrangements for faculty and administrators;
 - b. To act as a vehicle for communication between the Administration and the faculty and administrators. The Committee shall receive, review and make recommendations concerning all changes proposed in contractual arrangements for faculty and

administrators. It shall gather information from within and outside the University. It shall consult with and discuss its findings with faculty, administrators, and Administration;

- c. To be responsible for recommending to the Senate changes in those parts of the Faculty Handbook which are related to contractual agreements. It shall receive, review and make recommendations regarding all contractual changes proposed for these sections of the Faculty Handbook. These changes in the Faculty Handbook shall be approved by Senate, the President of the University, and if necessary, by the Board of Trustees.
2. The Committee shall be composed of five members. The University Senate shall elect four members, one from the administrators and three from the fulltime faculty. The Executive Committee of the Senate shall appoint the fifth member, who shall be chosen from among those who have training and expertise in areas relevant to the Committee. This appointment is subject to Senate approval. At least one member must be a member of the University Senate, but the other four need not be Senate members. Committee members shall serve for staggered three-year terms which begin at the start of the Fall semester. The committee shall elect a chairperson and secretary at its first meeting in the Fall semester.

Report of the University Resource Committee

Prepared for the Bradley University Senate
April 16, 2020
Aaron Buchko, Chair
D Antonio Cantu
Michelle Fry
Paul Wayvon
Demetrius Carmichael
Ryan Schmidgall

1

Charge of the Committee

What are the responsibilities of the URC?

- University-wide and long-term
 - Review and analyze policies, projections, procedures, and results of University decisions
 - Consult with faculty and other members of the University
 - Make reports and recommendations to the Senate
- Obtain timely and needed information from the University
- Consult with University administration regarding resource allocation

(from the Faculty Handbook)

2

What Did We Do

We fulfilled our charge.

- Performed multiple analyses of University actions involving the acquisition and allocation of resources, using publicly available data
 - Unless noted otherwise, data was obtained from Bradley University audited financial reports and the University's annual Statistical Profile, which were available on the Bradley website at the time the analyses were performed.
- Consulted with various faculty members and University personnel, formally and informally
- Reporting to the Senate
- Obtained information as available from the Controller's Office

3

Historical Financial Performance

The current financial model of the University is not sustainable in the long run.

- **Operating Income 2009: \$11.9 M**
- **Operating (Loss) 2019: (-\$3.7 M)**

• Source: Bradley University Audited Financials: Change in Net Assets from Operations

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What is the situation?

The current financial model of the University is not sustainable in the long run.

- Timeline of information:
 - February 2017: \$3M deficit in 2017, \$3.8M in 2018, 2019 breakeven, surplus thereafter.
 - Spring 2017 URC Report: 6 year operating deficit beginning 2013, projected through 2018.
 - December 2017: Projected operating deficit of \$4M, projected breakeven in 2019, surpluses of \$2M thereafter.
 - May 2018: Breakeven in 2020, 7 figure surpluses thereafter.
 - October 2018: Bradley's Future – adopt an urgent plan that sets performance objectives
 - May 2019: Operating deficit of \$3M; projected deficit of \$5.5 – 6M.
 - September 2019: Deficit projected at \$7M
 - October 2019: First time in modern history a cash deficit is projected
 - November 2019: Town Hall meetings project operating deficit of \$9.4M
 - March 2020: Projecting an \$11M operating deficit, \$3.7M cash deficit
 - Source: Bradley University Senate Minutes (primary), URC Report, Town Hall meeting notes
- **The financial condition of the University is deteriorating and is not sustainable.**

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Why?

Analysis by the URC indicates that there are 4 major issues that need to be discussed.

- Tuition rates have lagged the market
- Allowance rates have increased
- Giving has declined
- Instructional Operating Expenses have been at or below inflation

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Tuition

If tuition increases were 3% per year, Bradley would have generated an additional \$10 million in revenue.

- Bradley's annual tuition increase have not kept pace with inflation, much less the costs of providing higher education

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Actual tuition	\$31,480	\$32,120	\$33,360	\$33,760	\$34,200	\$34,200	\$34,200	\$34,200	\$34,200	\$34,200	\$34,200	\$34,200	\$34,200	\$34,200	\$34,200
Tuition rate increase		\$640	\$1,240	\$400	\$440										
		2.0%	3.9%	1.2%	1.3%										
Total gross tuition	4,606	\$144,996,880	\$147,944,720	\$153,656,160	\$155,498,560	\$157,525,200									

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Actual tuition	\$31,480	\$32,424	\$33,397	\$34,399	\$35,431										
Tuition rate increase		\$944	\$973	\$1,002	\$1,032										
		3.0%	3.0%	3.0%	3.0%										
Total gross tuition	4,606	\$144,996,880	\$149,346,786	\$153,827,190	\$158,442,006	\$163,195,266									

Loss of gross tuition revenue (\$1,402,066) (\$171,030) (\$2,943,446) (\$5,670,066) (\$10,186,808)

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Tuition

The decline in gross tuition increases relative to the inflation rate for the past 5 years negatively impacts our potential revenues.

- Annual gross tuition increases were greater than 4% until 2015; now barely above inflation rate.

Year	Tuition rate increase	Inflation rate
2005	5.1%	3.0%
2006	6.5%	3.0%
2007	6.6%	3.0%
2008	6.0%	3.0%
2009	5.0%	3.0%
2010	5.0%	3.0%
2011	5.8%	3.0%
2012	5.0%	3.0%
2013	5.0%	3.0%
2014	4.0%	3.0%
2015	2.0%	3.0%
2016	2.0%	3.0%
2017	2.5%	3.0%
2018	2.5%	3.0%
2019	2.5%	3.0%

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Tuition

4th in U.S. News rankings but 19th in tuition. Are we negating our real value in pricing?

- Nor has tuition kept pace with peer institutions....

Rank	College	Tuition	Rank	College	Tuition
1	Kettering	\$44,380	18	Bradley	\$34,420
2	John Carroll	\$42,910	19	Dominican	\$34,420
3	Hamline	\$42,776	20	Madonna University	\$33,100
4	Butler	\$42,360	21	Agoutans University	\$33,960
5	Milwaukee School of Engineering	\$42,162	22	Mount Mercy	\$33,930
6	Robert Morris	\$40,450	23	Baldwin Wallace	\$33,590
7	North Central	\$39,945	24	Concordia University	\$33,490
8	Augsburg University	\$39,742	25	Ursuline College	\$33,440
9	Rockhurst	\$39,740	26	Lewis University	\$33,420
10	Elmhurst College	\$39,734	27	Trine	\$33,320
11	Capital University	\$38,872	28	Otterbein University	\$32,474
12	St. Mary's	\$38,670	29	St. Ambrose	\$31,812
13	University of Evansville	\$38,616	30	Cedeville	\$31,322
14	Calvin University	\$38,300	31	St. Mary of Woods	\$30,500
15	Nebraska Wesleyan	\$35,444	32	Robert Morris	\$29,980
16	Lawrence Technological University	\$35,000	33	Spring Arbor	\$29,680
17	Buena Vista University	\$35,194	34	Drury University	\$29,515
18	Marion University	\$35,000	35	Bethel University	\$29,170
19	Bradley	\$34,420	36	Marlingham	\$28,880
20	Dominican	\$34,420	37	Franciscan	\$28,880
21	Madonna University	\$33,100	38	Webster University	\$28,700
22	Agoutans University	\$33,960	39	Huntington	\$28,846
23	Mount Mercy	\$33,930	40	Indiana Wesleyan	\$25,980
24	Baldwin Wallace	\$33,590	41	Madonna University	\$23,100

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Tuition

Are we hurting the perception of quality of education that Bradley offers?

- In fact, Bradley is an outlier in terms of tuition....

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Tuition

Bradley may be improperly priced for our peer institutions.

- Relative to private and state colleges and universities....

	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Loyola - Chicago	\$45,488	\$46,888	\$48,288	\$49,688	\$51,088	\$52,488	\$53,888	\$55,288	\$56,688	\$58,088
St. Louis Univ.	\$45,464	\$46,864	\$48,264	\$49,664	\$51,064	\$52,464	\$53,864	\$55,264	\$56,664	\$58,064
Marquette	\$44,330	\$45,730	\$47,130	\$48,530	\$49,930	\$51,330	\$52,730	\$54,130	\$55,530	\$56,930
Augustana	\$43,610	\$45,010	\$46,410	\$47,810	\$49,210	\$50,610	\$52,010	\$53,410	\$54,810	\$56,210
Average Private Compared	\$42,072	\$43,472	\$44,872	\$46,272	\$47,672	\$49,072	\$50,472	\$51,872	\$53,272	\$54,672
Valparaiso	\$40,300	\$41,700	\$43,100	\$44,500	\$45,900	\$47,300	\$48,700	\$50,100	\$51,500	\$52,900
DePaul	\$40,880	\$42,280	\$43,680	\$45,080	\$46,480	\$47,880	\$49,280	\$50,680	\$52,080	\$53,480
Bradley University	\$34,420	\$35,820	\$37,220	\$38,620	\$40,020	\$41,420	\$42,820	\$44,220	\$45,620	\$47,020
Average All Private Non-profit, 4 year	\$32,410	\$33,810	\$35,210	\$36,610	\$38,010	\$39,410	\$40,810	\$42,210	\$43,610	\$45,010
Univ. of Iowa L Resident	\$31,458	\$32,858	\$34,258	\$35,658	\$37,058	\$38,458	\$39,858	\$41,258	\$42,658	\$44,058
Purdue - Lafayette's L Resident EGT	\$30,844	\$32,244	\$33,644	\$35,044	\$36,444	\$37,844	\$39,244	\$40,644	\$42,044	\$43,444
Purdue - Lafayette's L Resident	\$28,794	\$30,194	\$31,594	\$32,994	\$34,394	\$35,794	\$37,194	\$38,594	\$39,994	\$41,394
Univ. of Illinois - Urbana	\$17,040	\$18,440	\$19,840	\$21,240	\$22,640	\$24,040	\$25,440	\$26,840	\$28,240	\$29,640
Univ. of Illinois - Chicago	\$15,238	\$16,638	\$18,038	\$19,438	\$20,838	\$22,238	\$23,638	\$25,038	\$26,438	\$27,838
Univ. of Illinois - Urbana	\$15,210	\$16,610	\$18,010	\$19,410	\$20,810	\$22,210	\$23,610	\$25,010	\$26,410	\$27,810
Northern Illinois EGT	\$13,524	\$14,924	\$16,324	\$17,724	\$19,124	\$20,524	\$21,924	\$23,324	\$24,724	\$26,124
Illinois State	\$14,516	\$15,916	\$17,316	\$18,716	\$20,116	\$21,516	\$22,916	\$24,316	\$25,716	\$27,116
Northern Illinois	\$12,324	\$13,724	\$15,124	\$16,524	\$17,924	\$19,324	\$20,724	\$22,124	\$23,524	\$24,924
Southern Illinois Edwardsville	\$12,219	\$13,619	\$15,019	\$16,419	\$17,819	\$19,219	\$20,619	\$22,019	\$23,419	\$24,819
Western Illinois	\$11,866	\$13,266	\$14,666	\$16,066	\$17,466	\$18,866	\$20,266	\$21,666	\$23,066	\$24,466

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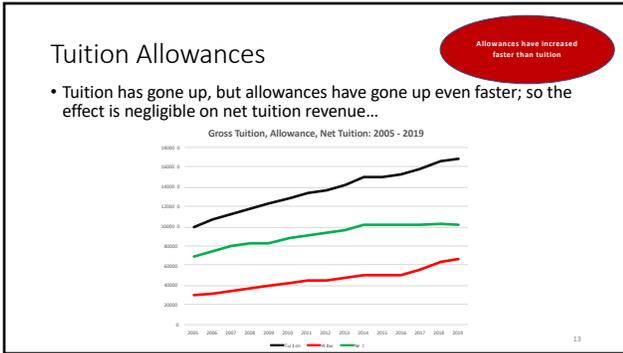
Tuition

Bradley has lost revenue by not effectively pricing our educational services.

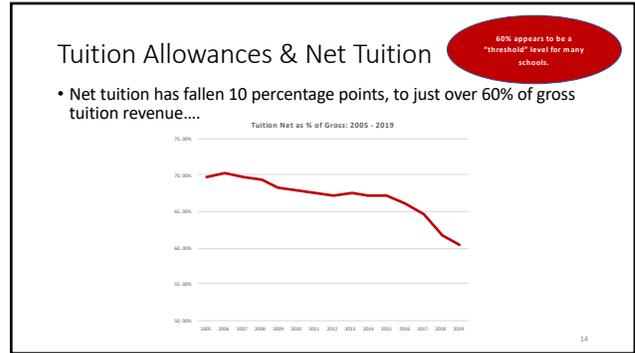
- Undergraduate data compared to Butler (#1 ranked in peer group*)...

Year	Revenue	Change	% Change	Year	Revenue	Change	% Change	Year	Revenue	Change	% Change
2009-10	\$29,246			2009-10	\$24,224			2009-10	\$23,133		
2010-11	\$30,568	\$1,322	4.5%	2010-11	\$25,424	\$1,200	5.0%	2010-11	\$24,133	\$900	3.7%
2011-12	\$31,968	\$1,399	4.5%	2011-12	\$26,704	\$1,280	5.0%	2011-12	\$25,424	\$920	3.6%
2012-13	\$33,138	\$1,170	3.7%	2012-13	\$28,084	\$1,380	5.2%	2012-13	\$26,704	\$820	3.1%
2013-14	\$34,368	\$1,230	3.7%	2013-14	\$29,664	\$1,580	5.5%	2013-14	\$28,084	\$1,420	5.1%
2014-15	\$35,652	\$1,284	3.7%	2014-15	\$31,480	\$1,816	6.2%	2014-15	\$29,664	\$1,684	5.7%
2015-16	\$37,010	\$1,358	3.8%	2015-16	\$33,480	\$1,996	6.3%	2015-16	\$31,480	\$2,000	6.4%
2016-17	\$38,405	\$1,395	3.8%	2016-17	\$35,720	\$2,240	6.6%	2016-17	\$33,480	\$2,240	6.7%
2017-18	\$39,960	\$1,555	4.0%	2017-18	\$38,380	\$2,660	6.9%	2017-18	\$35,720	\$2,340	6.6%
2018-19	\$41,120	\$1,160	2.9%	2018-19	\$41,320	\$2,940	7.1%	2018-19	\$38,380	\$2,660	6.9%

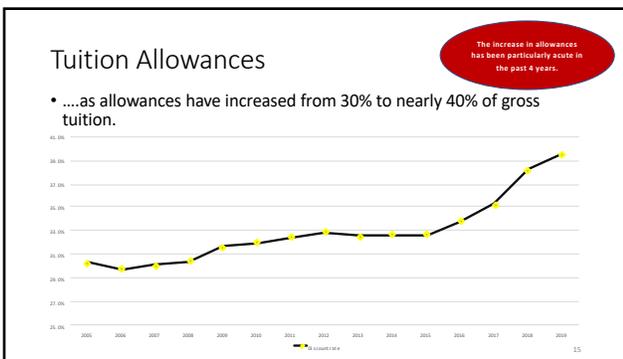
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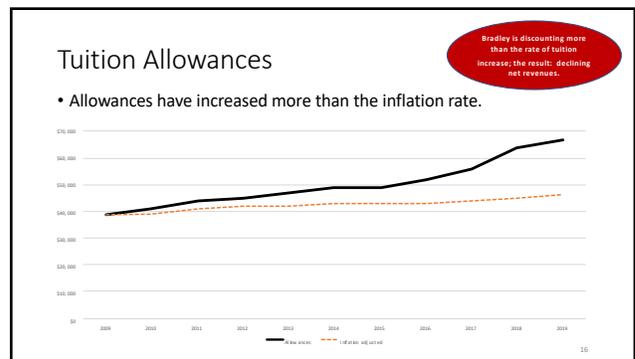
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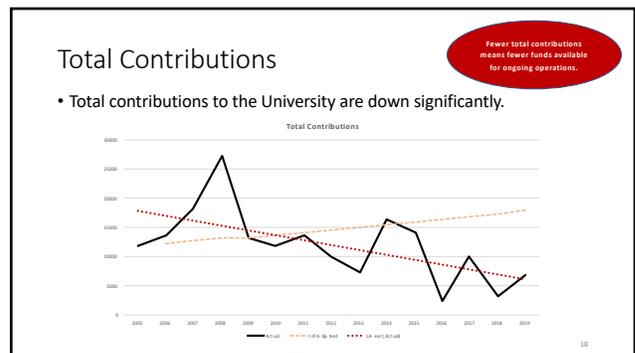
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Recommendation:

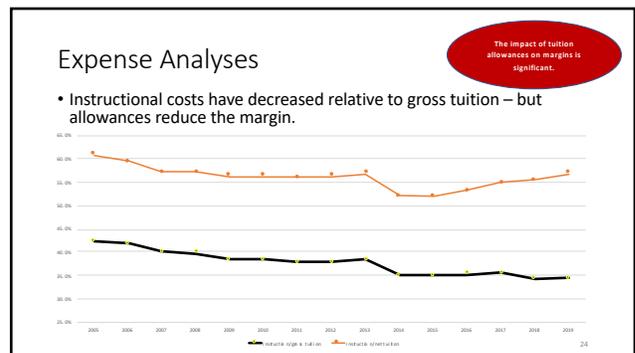
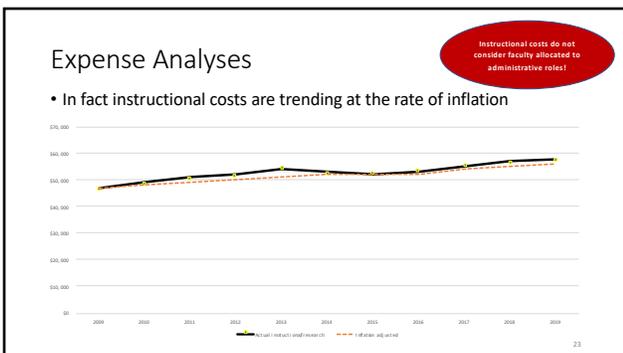
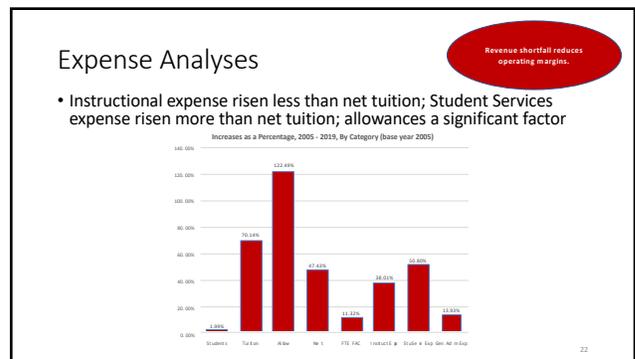
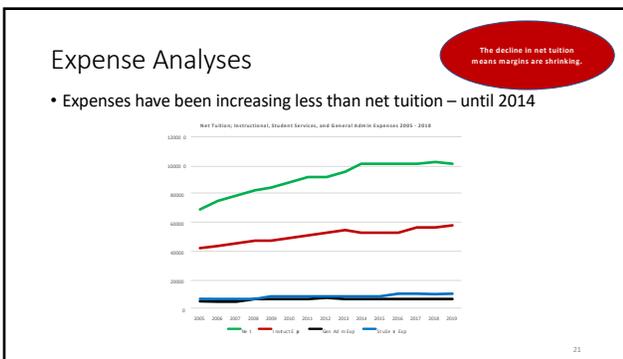
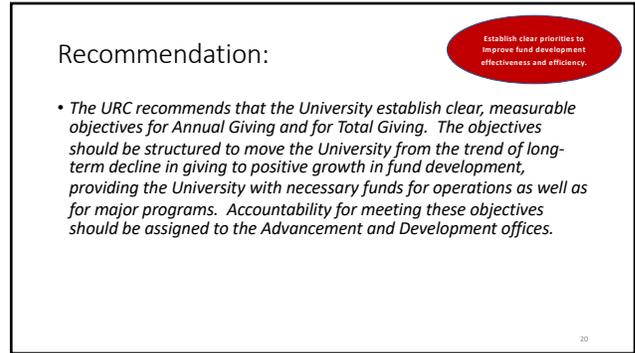
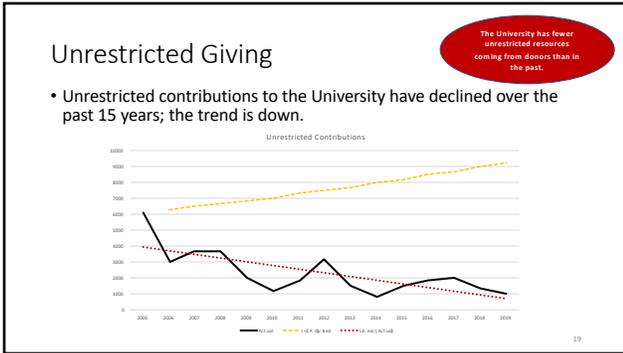
Fix our pricing model and process.

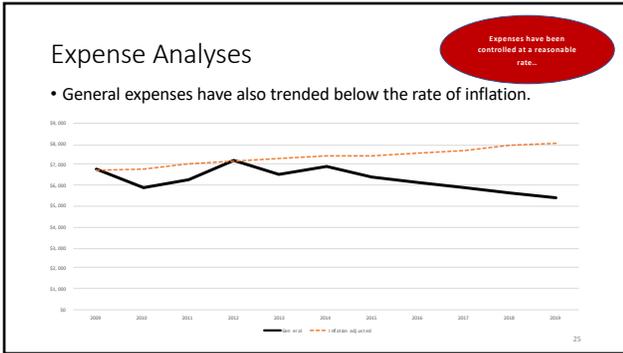
- The URC recommends that the University engage in a systematic analysis of its practices as regards discounting and tuition allowances. The best way to focus attention on the proper metrics is to hold the Admissions Office and Financial Aid office jointly accountable for securing the budgeted Tuition Revenue on an annual basis. Under the current system, Admissions is accountable for securing a desired number of incoming first-year students. This is supported by the Financial Aid office, but neither group is accountable (at the present time) for the overall budgeted Tuition Revenue. This amount needs to be clarified by a robust and transparent budget process, but once established, accountability for achieving the budgeted amount needs to be clear.

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Recommendation:

Budgetary and fiscal discipline is essential for financial performance.

- The URC recommends that the University substantially improve efforts toward a transparent, comprehensive, and clear process for establishing annual expense budgets for academic and administrative units. Budgets need to be established (in light of the overall Vision and Strategy for the University), and understood by all persons with oversight responsibility. Once established academic and administrative units must be held to the budgeted expenses in order to drive fiscal discipline into all of the key organizational elements and persons in the University.

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Summary – Annual Opportunity:

There are options available to reduce the deficit that do not require major cost reductions.

Annual Impact	Summary
\$5m to \$10m+	Contributions must return to historic contribution levels (unrestricted at 6% of gross tuition; total at 12% of gross tuition). Unrestricted contributions were less than \$1m in 2019... target is \$10m+. Past 10 years have been economically ideal for fundraising (see UDM). Contribution opportunity loss of over \$91m since 2005.
\$8m+	Allowances/discounts ... allowance rate increase from 30% to 40%... Recovery of even 1/2 of this increase will generate over \$8m annually. Refocus on "full/high pay" students... develop financial strategies for "low pay" students.
\$7m+	General tuition increase ... only \$400 tuition rate increase over each of past 2 years... below rate of inflation. A \$1,000 increase will generate about \$5m+. \$10m loss over past 4 years. Bradley tuition \$7,000/student lower than peer group? Look at other fees for increases?
<\$1m	Instruction costs ... continue to trend below historical levels and are tracking with general inflation. Some modest savings possible.
<\$1m	General admin cost ... continue to trend below historical levels and are tracking below general inflation. Some modest savings possible.
\$22m+	TOTAL annual bottom-line improvement opportunity.

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COVID-19

- This report was prepared prior to the challenges the University faces in light of the COVID-19 pandemic and, as such, does not reflect the impact of the current situation on our financial outlook. We expect that the financial challenges of the University will only be exacerbated by the uncertainty imposed by this crisis.
- In spite of these challenges, Bradley and other institutions may be well positioned to succeed and grow if we can take advantage of the opportunities available to us.

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Report of the URC to the University Senate

Questions?
Comments?
Thoughts?
Observations?

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Thank You.

Report of the University Resource Committee
Prepared for the Bradley University Senate
April 16, 2020

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Intercollegiate Athletic Committee

University Senate Report

2019-2020

The Intercollegiate Athletic Committee is comprised of the following individuals:

Elizabeth Gorman, Director Student Access Services
Paul Gullifor, Slane College of Communication and Fine Arts
Dennis Koch, Contoller's Office
Martin Morris, Caterpillar College of Engineering and Technology
Amanda Newell, College of Education and Health Sciences
Lee Newton, College of Liberal Arts
Nathan Thomas, Vice President for Student Affairs
Steve Tippett, Faculty Athletic Representative, Committee Chair
Larry Weinzimmer, Foster College of Business

The Committee met three times this year. Key areas of discussion are as follows:

1. Timely Submission of Degree Audit Overrides – Efforts by the Department of Athletics and the Registrar's Office to educate key individuals in all Colleges continues. There have been numerous examples of academic advisors across campus failing to complete degree requirement overrides in a timely fashion. Inaccurate academic audits have significant impact on student-athlete eligibility, yet this situation continues to occur. Three Colleges have taken advantage of training by Athletics and the Registrar's Office in this regard. Two Colleges where most of the issues continue have not taken advantage of the training. IAC members representing those Colleges were asked to assist in facilitating training.
2. Academic Advising – The primary role of academic advising falls upon faculty/staff in each College. Academic advising by the Department of Athletics is seen as an adjunct to academic advising. Ongoing reports by staff in the department of athletics note advising by some Colleges is inconsistent and in some cases is inaccurate. Members of the Committee were asked to relay this message to their respective Colleges.
3. NCAA Audit – A team from the NCAA was brought in to assess Bradley Athletics. Bradley student athlete academic performance consistently among the top three institutions in the Missouri Valley. The budget for Bradley athletics is consistently in the lower three to four intuitions in the Valley.
4. Student-Athlete Social Media Exposure – A suggestion was made to increase regular exposure of the academic and athletic performance of Bradley student athletes. This was made especially clear in beginning to prepare for nominations for the Charles Orsborn Award. Multiple student-athletes exhibit outstanding athletic accomplishment while

excelling in the classroom. This suggestion is being explored with Jim Crone and Sandra Guthrie.

5. Charles Orsborn Award – The Committee reviewed applications of six student-athletes who were nominated by their coaches for the Orsborn Award. Four finalists were identified and were interviewed on May 1, 2020. All candidates were recipients of conference awards and some candidates were recognized for regional and national athletic performance. Grade point averages for the finalists ranged from 3.52 to 3.76. Majors of the four finalists included Finance/Business Administration, Health Science, Management Information Systems/Business Analytics, and Manufacturing Engineering. The winner of the 2020 Orsborn Award will be announced on May 29, 2020.

SENATE STANDING COMMITTEE ON INTERNATIONAL INITIATIVES
Report to Senate
Submitted April 27, 2020

In this digital information age, it is impossible to ignore the interconnectedness of the world in daily life and work. Local problems have global connections and implications, and these problems cannot be solved by individuals in a single country. Food and water security, health and economic disparity, sustainability and fair trade are global issues by nature, and students need to be prepared to address these problems in the broader context of the world, not just the United States. With intentional, high-quality global learning, students are prepared to engage multiple perspectives as they explore the seemingly unanswerable, contested questions of our times.

*Dawn Michelle Whitehead. 2017. "Foreword: Global Learning: Shifting from an Option to a Priority."
In Indira Nair and Margaret Henning, **Models of Global Learning**. American Association of Colleges and Universities*

Introduction

If the seismic shift in the Spring 2020 semester has shown us anything, it is that the need for this new Senate Standing Committee on International Initiatives at Bradley University was long overdue. There are many dedicated faculty, staff, administrators and units across the University that have been deeply immersed in global issues and curriculum, striving to prepare our students with the high-quality global learning opportunities necessary to engage the world and its increasingly complex problems. These dedicated individuals and units, however, often work in relative isolation from one another, and largely without a clear University vision or commitment to global learning. ***As the AAC&U recognizes, global learning is no longer an option for higher education. It is a necessary priority.***

This Standing Committee was constituted in the context of the current Bradley University Strategic Plan (USP), and is intended to bring together faculty and staff from across the University with experience in and commitment to global learning and international initiatives. The Committee began meeting during the Fall 2019 semester.

This report contains a description of the constitution and membership of this new committee and its activities and outcomes thus far. It concludes with recommendations for efforts and areas of focus for the Committee and for University administration.

Constitution and Charge of the Committee

The Senate Standing Committee on International Initiatives was created as required by the Bradley University Strategic Plan (2017-2022) Implementation Plan (SPIP). Specifically, the Committee was constituted to support USP Goal #2, Objective 4. See Appendix 1 for this USP Goal and Objective, and for the Implementation Plan Items and status relevant to the Standing Committee's charge.

The membership of an Ad-Hoc Committee of the Senate was approved by the Senate Executive Committee and began work in the Fall 2018 semester, chaired by the Director of Education Abroad, Dr. Christine Blouch. The Ad Hoc Committee's charge of developing the population rules, reporting structures and charge for the permanent standing committee was completed with the approval of the Standing Committee for International Initiatives at the Eighth Regular Meeting of the 2018-2019 University Senate on May 8, 2019. See Appendix 2 for the Committee Charge.

The Standing Committee was constituted during the Fall 2019 semester. See Appendix 3 for 2019-2020 membership. The Committee began meeting in November 2019 and selected Dr. Jeanie Bukowski, International Studies, as chair.

Initiatives and Outcomes

In addition to progress made on the USP Implementation Plan Items indicated in Appendix 1, the Committee dedicated itself to the following initiatives during the 2019-2020 Academic Year.

Global BU: “Mapping” Exercise

Bradley University historically has lacked a comprehensive vision and commitment to international/global education at the level of upper administration. It is therefore not surprising that bottom-up efforts on the part of individual faculty, staff, and units would be to an extent siloed. As we discussed at our very first meeting, there is a lot going on around the University, but the left hand doesn't know what the right hand is doing. We thus decided that if we were going to carry out our charge successfully, we would need to pool our members' knowledge in an initial effort to identify international/global efforts across campus.

Our first step has been to identify, discuss, and describe as many of these efforts as possible in the following categories: curriculum (majors, minors, Study Abroad, Global Scholars programs, etc.); International student recruitment/support; scholar and student exchange/teaching/research (e.g. Fulbright, Gilman grants); campus co-curricular organizations and activities (Global Living and Learning Community, student organizations, programming, etc.); university contractual tuition exchange agreements; international partnerships; other campus and community groups/resources (e.g. IL SBDC International Trade Center; Peoria Area Friends of International Students; Peoria Area World Affairs Council).

While this mapping exercise is a work in progress, we were able to use the information gathered to provide content to Marketing for a Global BU webpage (see below).

The second step, which we will continue into the next academic year, is to refine the above categories and then seek input from colleagues beyond the committee to build a comprehensive list of international/global efforts on campus.

The third step in this initiative will be to use this information to help us carry out our charge regarding Item 2 of the relevant USP Implementation Plan (see Appendix 1). In addition, we will determine other uses for this repository of information that will aid international initiatives, for example establishing a list of courses with international content that could be shared with students or a database of faculty with relevant research/teaching expertise to facilitate collaboration.

Global BU: Webpage

The Committee took charge of an effort that had been initiated by CLAS leadership to develop a Global Bradley webpage. We worked with a mock-up page developed by Jim Crone, Bradley's Executive Director of Digital Marketing and Communications, coordinated with our CLAS colleagues, had a great deal of discussion, and then were able to provide feedback to Jim on March 3. Jim was then going to provide us with a second mock-up page and we were to go back and forth with him on that, with the goal of having the page go live by the end of the semester.

Of course we have been overtaken by events. We appreciate Jim Crone's efforts and cooperation in making the Global BU page happen, and know that Marketing and Communications will work with us again to meet this objective as soon as they can.

Recommendations

Global learning is imperative if human society hopes to find solutions to the complex, interconnected problems of the 21st century, like the COVID-19 crisis. A narrower – but nonetheless relevant – concern is the survival of universities in the face of current and future challenges. Institutions of higher education must prioritize, support, and devote sufficient resources to global learning; otherwise, they will not succeed in an increasingly competitive environment. Bradley University is coming later to this realization than many of our peer and aspirant institutions; but there is no reason that Bradley's leadership cannot steer us effectively toward the USP goal to “support and enhance an informed and internationalized curriculum, opportunities to participate in global learning, and international academic experiences.” ***We have a solid base upon which to build, but we must act to support and enhance global learning efforts across Colleges, disciplines, and units, even in...especially in...a time of financial exigency.***

Based on our first year's work, the Senate Standing Committee on International Initiatives offers the following recommendations:

- As international academic programs evolve within the long-term impact of the COVID-19 pandemic, the Study Abroad Office will continue to develop best-practice strategies to support, enhance, and expand opportunities for Bradley students to engage in study abroad. The Study Abroad Office will also work collaboratively on campus with faculty engaged in emerging new technologies and pedagogy in intercultural learning. The Study Abroad Office should be supported in these efforts and initiatives.
- We reiterate the importance of Item 6 of the USP Implementation Plan (see Appendix 1), i.e. that the Provost, Dean of the Graduate School, and Vice President for Enrollment Management lead in developing an enrollment plan to attract and support international undergraduate and graduate students. This effort should be approached comprehensively. While this is obviously a strategy that has the potential to help alleviate Bradley's enrollment difficulties, support for international students must be enhanced by a more clearly articulated administrative platform for recruitment ***and*** retention of international students through the Office of International Student and Scholar Services and all other relevant units. In addition, increased numbers of international students on campus will enhance the goal of global learning only if concerted efforts are made to provide both academic and co-curricular opportunities for international-domestic student interaction.
- Once the Global Bradley page is developed, this page should be accessible from a link on the main Bradley homepage. This would represent best practices in a globalized world (see for example, University of Pittsburgh- <https://www.pitt.edu/>), and result in a competitive edge over peer institutions in the Midwest that do not indicate prominently a global focus.
- We urge caution—in the current atmosphere of financial exigency exacerbated by the coronavirus crisis—that proposals to eliminate, downsize, or merge programs/units/schools not undermine the ability of Bradley to deliver on the necessary higher education priority of global learning.

- Given the initial success of the Global Living and Learning Community, its contribution to global learning, and the competitive advantage it provides when marketing Bradley, we recommend that it be expanded *with concomitant resources* to support larger numbers of students in the Community.

APPENDIX 1

Bradley University Strategic Plan 2017-2022 Approved by University Senate October 19, 2017

Goal #2: Bradley University will offer and nurture rigorous, innovative, competitive, and engaging undergraduate and graduate academic programs.

Objective 4. Support and enhance an informed and internationalized curriculum, opportunities to participate in global learning, and international academic experiences. Understanding and appreciating the complexity of a globalized world, and interacting effectively across physical and cultural boundaries constitute crucial components of student success. We need to build upon already significant global learning efforts across Colleges and disciplines, including the Global Scholars programs and the BCC Global Perspectives area of inquiry, in order to develop and support a more systematic approach to campus internationalization. It is also critical to capitalize on our successful faculty-led academic programs abroad, long-term study abroad, overseas internships, global partnerships, and international student recruitment and to ensure that these efforts are strategically supported and expanded.

Item	Action Plan	Highest Level of Responsibility	Assigned Responsibility	Key Contributors	Year	Metrics/Outcomes
1	Establish population rules, reporting structures and charge for a standing committee on International Initiatives under University Senate.	Provost	Director of International Programs	University Strategic Planning Committee; Senate Executive Committee	1	Standing Committee is established and included in University Handbook. <ul style="list-style-type: none"> Established Included on University Senate Website under Standing Committees Requested – include in University Handbook PDF
2	Identify current internationalized curricular and co-curricular practices and experiences and establish frameworks for coordinating initiatives on campus, including the possibility of a line item in the budget. Identify faculty and staff with professional expertise to assist with the development of	Provost	Chair of the Committee on International Initiatives	Director of International Programs; CADs; Department Chairs; Faculty	2	White Paper that summarizes the strengths and challenges, and makes recommendations for growth/improvement is presented to University Strategic Planning Committee and CADs. <ul style="list-style-type: none"> Proposed a BU Global website; worked with Marketing to design. We are at the point of waiting for a second mock-up from Marketing. This effort has been derailed currently by COVID-19.

	internationalized curriculum and co-curricular practices and experiences.					<ul style="list-style-type: none"> • Mapping of current global/international units, programs, courses, initiatives, etc. One of the initial results of this mapping was to allow us to provide content for a Global BU webpage. • Initial recommendations based on the Committee's 2019-20 work.
3	Coordinate assessment initiatives (BCC Core Outcomes; BCC GP Formative evaluation; CIRP; Senior Exit Survey, etc.) and identify strategies to increase GP proficiency among students.	Provost	Chair of the Committee on International Initiatives	A-Team; CCC	3	<p>2021 NSSE GP module scores on items d,f,i,k,m,o,p, and t are higher than peers. These items are focused on cultural awareness, social justice, and international relations.</p> <ul style="list-style-type: none"> • We will begin discussions during the 2020-21 academic year.
4	Expand International Living & Learning Community, including curricular component.	Provost	Chair of the Committee on International Initiatives	VP Student Affairs; Student Senate Campus Affairs Committee	4	<p>Enrollment in International Living and Learning Community grows; Curricular structure is approved by Senate.</p> <ul style="list-style-type: none"> • We will continue efforts to coordinate all relevant parties to achieve this item.
5	Work with Colleges and Departments to explore ways to enhance international curriculum and expand global perspectives including academic units or programs that offer disciplinary focus and in-depth course work on international affairs, Global Scholars programs, and study abroad.	Provost	Director of International Programs	CADs; Department Chairs; Faculty	5	<p>Departments have a four-year plan available to support study abroad; The number of courses that embrace an international emphasis are expanded.</p> <ul style="list-style-type: none"> • This effort will be aided by our mapping of all global programs/efforts/curriculum on campus currently.
6	Develop an enrollment plan to attract and support international undergraduates, and explore ways to institutionalize meaningful interaction experiences between the international and domestic student populations.	Provost	Dean of the Graduate School	VP Enrollment Management; CADs; VP Student Affairs; Department Chairs; Faculty	5	<p>Marketing and enrollment plan is implemented; Increased number of international students are enrolled; Support structures (e.g. housing, internships, etc.) are in place. 2021 NSSE GP Module items t and u will exceed peers. These items are focused on interactions with individuals from a different culture or race/ethnicity than one's own.</p> <ul style="list-style-type: none"> • We discussed this issue as a committee. While the committee is not charged directly with this item, we support increasing

						international enrollment, and expect to be able to offer recommendations.
7	Explore the creation of an enrollment plan to target and attract students who have an interest in international academic content and co-curricular experiences.	Provost	Chair of the Committee on International Initiatives	VP Enrollment Management; Committee on International Initiatives; Admissions and Retention Committee	5	Marketing and enrollment plan is implemented; Increased number of domestic students participating in international experiences relative to peer institutions. <ul style="list-style-type: none"> The Global BU webpage is the first step in this endeavor. We highly recommend that once it is established, it is located on the main BU landing page.

APPENDIX 2

ARTICLE V – COMMITTEES, 1. Standing Committees of the University Senate

Standing Committee on International Initiatives

1. The Standing Committee on International Initiatives shall:

a. Support and enhance an informed and internationalized curriculum, opportunities to participate in global learning, and international academic experiences.

In order to accomplish the foregoing objectives, the committee shall:

- 1) Oversee campus internationalization, including global initiatives in curriculum design, campus programming intended to increase global awareness, faculty and student development, and cross-cultural competency;
- 2) Enhance education abroad opportunities, including semester- and year-long study abroad; Interim Programs Abroad; and short-term international experiences, including internships, service learning, and other experiential learning abroad;
- 3) Evaluate international academic partnership agreements;
- 4) Support international student and scholar services;
- 5) Identify mechanisms that can provide stable funding for international initiatives, including development strategies within the colleges and across the University;
- 6) Partner with other associated areas within the University that have a direct or indirect bearing on campus internationalization, education abroad, international student and scholar services, and the integration of global learning and cross-cultural competency into the University's curriculum, programs, and academic community; and partner with organizations representing an international campus-community constituency, such as Peoria Area Friends of International Students (PAFIS) and Peoria Area World Affairs Council (PAWAC).

b) Facilitate the implementation of initiatives relevant to internationalization and global learning in the current University Strategic Plan, and play a crucial role in developing initiatives for future University Strategic Plans.

2. The Committee on International Initiatives shall consist of the following:

a) Faculty or staff members appointed by the Dean of the respective Colleges for staggered three-year terms:

- 1) One member from the College of Business;
- 2) One member from the College of Communications and Fine Arts;
- 3) One member from the College of Education and Health Sciences;
- 4) One member from the College of Engineering and Technology;

5) One member from the College of Liberal Arts and Sciences.

b) Faculty or staff members appointed by the department chairs or directors of those academic programs with explicitly internationalized/globalized curriculum for three-year terms:

- 1) One member from International Business;
- 2) One member from the Institute of International Studies;
- 3) One member from World Languages and Cultures.

c) Ex-officio members:

- 1) The Director of Education Abroad;
- 2) The Director of the Office of International Student and Scholar Services;
- 3) The Senior Associate Director of Admissions and International Coordinator;
- 4) The Executive Director of Diversity and Inclusion;
- 5) The Executive Director for the Center for Teaching Excellence and Learning (CTEL).

d) Other committee member:

- 1) One faculty or staff member appointed by the Provost and Senior Vice President for Academic Affairs.

e) The Chairperson will be elected from the committee membership.

APPENDIX 3

Senate Standing Committee on International Initiatives, Membership – 2019-2020

2. The Committee on International Initiatives shall consist of the following:

a) Faculty or staff members appointed by the Dean of the respective Colleges for staggered three-year terms:

1. Foster College of Business	Jim Foley	jff@fsmail.bradley.edu
2. Slane College of Communication and Fine Arts	Grace Wang	twang@fsmail.bradley.edu
3. College of Education and Health Sciences	Cecile Arquette	carquette@fsmail.bradley.edu
4. College of Engineering and Technology	Saeid Vafaei	svafaei@fsmail.bradley.edu
5. College of Liberal Arts and Sciences	Dan Getz (Fa 19) Isaac Oliver (Sp 20)	getz@fsmail.bradley.edu ioliver@fsmail.bradley.edu

b) Faculty or staff members appointed by the department chairs or directors of those academic programs with explicitly internationalized/globalized curriculum for three-year terms:

1. International Business	Raj Iyer	riyer@fsmail.bradley.edu
2. International Studies	Jeanie Bukowski	jbukow@fsmail.bradley.edu
3. World Languages and Cultures	Alex Hertich (Fa 19) Melvy Portocarrero (Sp 20)	ahertich@fsmail.bradley.edu mrpc@fsmail.bradley.edu

c) Ex-officio members:

1. The Director of Education Abroad	Christine Blouch	blouch@fsmail.bradley.edu
2. The Director of the Office of International Student and Scholar Services	Rachel Webb	rkwebb@fsmail.bradley.edu
3. The Senior Associate Director of Admissions and International Coordinator	Pat Bower	pbower@fsmail.bradley.edu
4. The Executive Director of Diversity and Inclusion	Declined invitation to serve	
5. The Executive Director for the Center for Teaching Excellence and Learning (CTEL)	Heljä Antola Crowe	helja@fsmail.bradley.edu

d) Other committee member:

1. One faculty or staff member appointed by the Provost and Senior Vice President for Academic Affairs.	Jobie Skaggs	jskaggs@fsmail.bradley.edu
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e) The Chairperson will be elected from the committee membership (for 2019-20, Jeanie Bukowski, Institute of International Studies).



**Bradley University Senate
Seventh Regular Meeting of the 2019-2020 Senate**

3:10 p.m. – 5:00 p.m., April 23, 2020
Online

MINUTES (final)



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** at 3 13. Reminder about giving name before speaking.

II. **Approval of the Minutes (See [Attachment 1](#))**

Motion: Senator Goitein; 2nd: Senator Banning

III. **Reports from Administrators**

A. **President Roberts**

- President Standifird is joining Bradley a month early. Roberts will complete suspension of 2nd phase of BECC. Standifird will head the “Phoenix group” overseeing decisions with long term impact (e.g. budgeting, restructuring).
- CFO Gandhi is leaving. Standifird is hiring a new CFO from the for-profit sector.
- Bradley is suspending phase 2 of BECC project. Letters of suspension have not been sent yet. Suspension will save \$3-4 million in cash over the next 1 to 1.5 years.
- Liquidity is an issue. Roberts believes cash will not run out if careful, but wants to avoid liquidating parts of the endowment while prices are suppressed. Bradley is already in violation of some of its covenants due to suppressed endowment, but the banks tend to be forgiving.
- Two groups have been formed:
 - Virus response group is meeting 2 times a week to deal with crisis issues, such as
 - Pass/Fail option.
 - Issues that may arise around refunds.
 - Evacuating dorms and evolving a process to allow students to retrieve their belongings.
 - Moving all summer courses online.
 - Handling of scheduled camps and orientations etc.
 - Working out strategies fall classes.
 - The “Phoenix” group has been meeting
 - This group will directly advise Trustees and Pres. Standifird on contingency planning for every revenue level deficit – up to 45 %.
- Pres. Standifird is selecting advisory committee with 6 faculty and 6 staff. This group will work into the summer.
- The Board of Trustees has set up ad hoc emergency committee to deal with financial issues emerging from the virus crisis.
- CFO Gandhi is working with creditors.
- Bradley applied for \$4.2M under the CARES act (direct aid to students). Another \$2.1M can be applied for after that. Working with lobbyists to find if we are eligible for other support.
- Test optional admissions pilot program planned for recruitment for 2021 Freshman class is expanded. 40% of high school seniors who will graduate HS in Spring 21 will not sit for a standardized test.
- Pass/Fail option will be implemented for this semester. Issues like financial aid, professional certification, etc., must be addressed.

- Currently the Summer and Fall terms are projected to proceed on a grade scale basis.
- No in-person commencement: Administration is examining options for a deferred live ceremony. This May there will be a formal recognition and an announcement of graduates.
- The uncertainty, change, disruption, and challenge of this crisis can't be overstated. The existing culture of higher education has ended.

Questions

NOTE: Live stream concerns caused a pause in the meeting, including the concern that lack of access to meeting is a violation of handbook. When the meeting resumed:

- Senator Goitein: Glad to hear about efforts to suspend phase 2 on BECC.
- Senator Glassmeyer: Asked for clarification about test optional information; the clarification is reflected in record above.
- Senator Drake: Has re-financing been explored?
 - GR: this has not even been on the table for discussion. A “chunk” of debt was refinanced this past year, and the rest of the debt is \$50M for the BECC which is not eligible for refinancing. The markets are such that trying to do so now would “not be well received”. The BECC debt was amortized for 30 years and open for refinancing after the 5th year (next year).

B. Senior Vice President of Academic Affairs and Provost Zakahi

- News: Pritzker extended the stay at home for 30 days.
- Apology to physics: The department will continue and will not be merged; the major will be eliminated. (This is a correction to a response made in another context.)
- Course delivery scenarios: Interim Dean Cluskey is leading efforts to anticipate multiple course delivery scenarios, identified by the Virus Response team, for Fall 2020. 4 possibilities include:
 - 1. Fully face to face.
 - 2. Face to face with a return to online later in the term.
 - 3. Face to face with social distancing.
 - 4. Fully online.
- Online delivery: Faculty have done well on transition, but to continue, we will have to be more thoughtful and prepared.
- HLC will visit in Spring 2021. Bradley requested a delay and was told no.
- Temporary measures: sabbatical suspensions, imposition of 4/4 load and hiring freezes are all temporary. It is hoped these will be reinstated in the Fall of 2021, contingent on the return of students to campus in normal numbers.

Questions:

- Senator George: If we do social distancing in face to face, this would mean adding class sections, but if there's a hiring freeze so how would that work?
 - WZ: That's why the group has been formed.

IV. Report from Student Body President Megan Brezka.

Ms. Brezka was unable to attend, but sent a report, summarized here.

- Textbook Accessibility Resolution: Approved on Tuesday, April 21st, 2020 by Student Senate. This resolution requests that the University provide students with free access to a collection of required course materials.
- Accessibility of Future Facilities Resolution: Approved on Tuesday, April 21st, 2020, by Student Senate. This resolution requests that a member of the Student Senate shall be delegated a seat on any existing and future committees overseeing construction and/or renovation of university buildings in order to voice accessibility concerns of students.
- Newly Elected Student Body Officers for 2020-2021:
 - Emma Hoyhtya (Student Body President)
 - Ellie Hawkins (Chief of Staff)
 - Brandy Wayne (Director of Administration)
 - David Daye (Speaker of the Assembly)

V. Consent Agenda (see [Attachment 2](#))

No objections.

Approved.

VI. Report from the ad-hoc Staff Committee (see [Attachment 3](#))

This committee has been charged with creating a framework for the Staff committee. Their motion is included at the end of these minutes.

Motion to create a staff committee:

1st: Senator J Bukowski; 2nd: Senator McQuade.

Discussion:

- Tara Suzuki-Nguyen: Her background is as an Undergraduate advisor and she has been chair of this committee. The committee has reviewed the mission and breakdown of how the committee will be formed. The committee wishes to withdraw the motion because it's not the right time for this.
- Senator Thomas concurs.
- Parliamentarian McAsey: No motion is needed to withdraw. As motioner, Senator Bukowski simply needs to withdraw.

Motion withdrawn by Senator Bukowski.

- Parliamentarian McAsey offered 2 technical suggestions on the proposal: re: exempt and non-exempt meaning and clarification that the ex officio senator mentioned will be appointed to the University Senate.

- Past Senate President Timm: suggested that placement in the handbook should be included.
- Senate President Fakheri: noted that placement is mentioned in the proposal.

VII. Old Business

Motions from Strategic Planning Committee carried over from the February meeting

1. Delete Physics programs that include:

Physics Major, Bachelor of Science

Physics Major, Bachelor of Arts

Physics Education (9-12) Major, Bachelor of Science

Physics Education (9-12) Major, Bachelor of Arts

Physics Minor

Environmental Science Major, Physics Concentration, Bachelor of Science

Environmental Science Major, Physics Concentration, Bachelor of Arts

Teach-out plans will be developed and implemented for individual students currently in the deleted Physics programs. Students will no longer be admitted into the Physics programs with a start date beyond the Fall 2020 semester. Second: Amit Sinha

This motion was introduced in the February 2020 meeting of this body.

Discussion:

- Sen. C. Jones: Physics is essential to the mission of Liberal Arts and Sciences and to any higher educational institution. This program suffered from chronic under resourcing and student success issues. It may make sense to delete a few programs like H.S. Teaching and Environmental Science. Noted that the department offered comments about space reallocation and other issues in their reply.
- Past Senate Pres. Timm: What are the implications in terms of positions lost? Will faculty be cut?
 - WZ: the plan originally included a position cut. However, if there's need for positions they would be supplied. But if Engineering teaches their own Physics classes fewer instructors will be needed.
 - Sen. Jones: There were 3 faculty and 3 visitors for fall.
 - WZ: one visiting line will be cut.
- Sen. Goitein: Did SPC have a chance to review the Department response?
 - WZ: there has only been one SPC meeting and this was not discussed.
- Sen. Mc Quade: does not recall reading of the possibility of Physics being taught out of Engineering. This does not seem to be efficient, but also the initial proposal does not include this.
 - WZ: there is an ongoing conversation about this, not a decision.
- Sen. Kimberlin: Physics is willing to make concessions in space and suggests that keeping the 10-12 majors in the near future is better for Bradley than having none.

Motion to Refer to Strategic Planning Committee and University Resources Committee for further study given open questions:

1st Sen. Drake; 2nd Sen. Banning

Discussion of motion to refer:

- Sen. Pres. Fakheri: Was there a motion to separate the program deletions?

- Sen. Jones: no.
- Sen Remmel: clarified that the committees for referral are SPC and URC.
- Sen. Roberts: notes that the effect is to delay the Senate taking action for a year. Admissions needs to have information now to build the class to enter in Fall 2021. The Senate’s one-year delay may not cohere with the BOT’s perspective.
- Sen. Kimberlin: the results are 4 years out anyway. There is no immediate action anyway.
- Sen. Roberts: If we admit another group for Fall 2021 this extends the teach out another year as well.
- Sen. Drake: We would welcome any students that we can count on due to COVID.
- Sen. Pres Fakheri: asked for advice on voting – voice or polling?

Motion to vote by Zoom Polling Feature:

1st Sen. Remmel; 2nd Sen. Blair.

Motion Carries

Return to motion to refer to Committees: Vote taken by Polling device on Zoom Motion carries.

2. Delete:

FCS Retail Merchandising Major, Bachelor of Science

FCS Retail Merchandising Major, Bachelor of Arts

Teach-out plans will be developed and implemented for individual current student majors in the deleted Retail Merchandising Major. No students will be admitted into the deleted program after Fall 2020.

Discussion:

- Sen. Kimberlin: verified that #3 (on Senate agenda, below) is a separate motion.
- Sen. Drake: verified motions #2 and #3 below as separate and different. In addition, she noted that recent improvements to these programs were not acknowledged in Provost’s communication about these proposals and that further proposals for additional improvements were not allowed to be entered.
- Sen. Goitein: Has SPC had a chance to review more recent information including the department’s reply?
 - WZ: No
- Past Senate President Timm: What will the effects of this proposal be on staffing?
 - WZ: It is a mistake to continue a program with only one faculty in it. Thus, the effect will be a position saved. The faculty member has received a tenure letter, and she can continue. But for the program to continue, another faculty member would need to be hired. So that’s the saving.

- Sen. Drake: Retail Merchandising students take courses within the rest of FCS. The faculty member teaches students in the rest of FCS and has chaired committees in Dietetics and contributes to other programs in FCS.
- Sen. Schweigert: Reviewing Acinquire she found that these majors have double digit enrollments, and the director says there are incoming freshman majoring in retail merchandising.
- Sen. Hogan: Where do the cost savings come in?
 - WZ: The savings are a function of not having to hire someone else to teach Fashion (sic) Merchandising courses. He thinks there should not be a one person department. Likewise, in Criminology where a hire was in process, although that search has been cancelled.

Motion to refer this matter to the Strategic Planning Committee and the University Resources Committee for further consideration:

1st: Sen. Bosma; 2nd: Sen. Banning

Discussion none.

Motion to vote by poll rather than voice:

1st: Sen. Kimberlin. 2nd: Sen. Rummel.

Objection was raised to need for this motion.

Hereafter polling will be used.

Motion to refer carries

3. Delete Family and Consumer Science programs that include:

Family and Consumer Sciences Secondary Education Major, Bachelor of Science

Family and Consumer Sciences Secondary Education Major, Bachelor of Arts

Teach-out plans will be developed for individual current student majors or minors in the deleted Family and Consumer Science programs. No students will be admitted into the deleted programs after Fall 2020.

Discussion:

- Sen. Cluskey: The High School Education majors have no position linked to them and only require one specialized course along with the ED courses,
- Sen. Arquette: This is a small major but there is a big demand for it locally and recruitment may have lagged.
- Sen. Glassmeyer: Cutting programs that provide content areas for Secondary Ed is a false savings since a content area draws the student to our HS Ed programs.
- Sen. Goitein: Did SPC review the new information that the impacted program provided?
 - WZ: no
- Sen. Kimberlin: How many students are in this program
- Sen. Drake: I believe it's 3 currently with 1 or 2 incoming freshmen.
- Sen. McQuade: AAUP guidelines indicate that program discontinuation should be based on long-range judgments that educational mission of the institution will be enhanced by the deletion. In addition, advises to re-think the idea of "program" to fit AAUP who see a program as a cluster of majors, rather than a single major.

Motion to refer this matter to SPC and URC for further consideration:

1st: Sen. Schwiegert. 2nd Sen. Kimberlin

Vote taken by Poll

Motion to refer fails.

- Sen. Dzapo: Where are the cost savings?
 - WZ: This is tied into the Fashion [sic] Merchandising issue. Without that major, there's not a person to teach a required class in these majors.
- Sen. Drake: Retail Merchandising courses are not required to complete Secondary Ed program; one required separate course is not offered every year.
- Sen. Glassmeyer: Please clarify the reasoning for this elimination.
 - WZ: This was housekeeping. Understood this program to rely upon the Retail Merchandising program since there was not someone to teach a required course.
- Sen. Cluskey: At one point many Retail Merchandising courses were embedded throughout the Secondary Ed programs as requirements, but these courses have been made options, are no longer required.
- Sen. Drake: Students previously had to take a certain number of courses in Retail Merchandising. But new changes offer these courses as options, not requirements.
- Sen. Bukowski: So, this is not the same situation as it was when Program Prioritization began and has no cost savings?
- Sen. Zakahi: Now wishes to withdraw the motion;
- Sen Roberts: Not possible because it is from committee

Motion to Postpone Indefinitely:

1st Sen. Glassmeyer; 2nd Sen. Bukowski.

Vote by Poll

Motion to Postpone Indefinitely carries.

4. Delete Theatre programs that include:

Theatre Arts Major, Bachelor of Science

Theatre Arts Major, Bachelor of Arts

Theatre Arts Major, Performance Concentration, Bachelor of

Theatre Arts, Performance Concentration, Bachelor of Arts

Theatre Arts Major, Production Concentration, Bachelor of Science

Theatre Arts Major, Production Concentration, Bachelor of Arts

Theatre Arts, Minor

Teach-out plans will be developed and implemented for individual students currently in the deleted Theatre programs. No students will be admitted into the deleted programs after Fall 2020.

Motion:

1st: Gary Roberts; 2nd: Jake Heuser

Discussion:

- Sen. Roberts: This was recommended by Provost, but SPC opted not to forward it to Senate. He thought that a carefully considered recommendation

should not die in committee. There will be significant cost savings over a period of years. We need to cut programs that cost more than they generate. He's a theatre supporter, and wants to continue to have theatre courses taught and to do productions. But this program is underperforming and has not fixed problems from 5 years ago.

- Sen. Kimberlin: can we hear from SPC why this did not go through?

Motion to allow Ethan Ham to speak

1st: Sen. Stern; 2nd: Sen. Banning

Motion Carries

- Ethan Ham: 5th quintile is an incorrect ranking. The rating is based on Gray and Associates calculations of demand, narrative scoring, and the quantitative data which he views as the most valid. Quantitative included number of majors, cost, retention, etc. Theatre Arts was in the middle of the 3rd quintile of quantitative data. He voted against this for that reason. He expressed doubts about Gray and Assoc. suggested to weigh the Quantitative data.
- Sen. Banning: Appreciating the hard work from SPC and others in Program Prioritization, what was happening then is not what is happening now. Gray and Associates collected data on a different model.
- Sen. Goitein. Did SPC review the comments from the department?
 - WZ: no.

Motion to refer this matter to SPC and URC committees for further consideration:

1st: Sen. Goitein; 2nd Sen. Banning.

Vote taken by Poll

Motion Carries

VIII. New Business

1.

Motion: The Executive Committee of the University is charged with forming an ad hoc committee of faculty to consult with and advise the Senate Executive Committee, the Senate, and the Administration as plans are developed to address the challenges the University faces as we confront the COVID-19 crisis.

1st: Past Senate Pres. Timm; 2nd Senator Banning

Discussion:

- Sen. Drake: The membership of this committee would be drawn from committees such as SPC, URC, Contractual Arrangements (CA) and Admissions and Retention (A and R)
- Sen. Banning: perspective from several different places and additional info.

Motion Carries

2. Sen. Malinowski: Suggestion to display motions on the poll or on the screen share.

IX. Adjournment

At 5:12.

Submitted by:

Danielle Glassmeyer, Secretary of the Senate

May 4, 2020

Approved Consent agenda (attachment 2), Item V.

ID	Document	Name	Description	Submit	Due
185740	Concentration Addition	Hancheol Cho	M E Robotics and Autonomous Vehicles	10/28/19	8/26/20
186112	Concentration Deletion	Ching-Shih Chen	IME GRD Manufacturing Engineering, Manufacturing Management	11/5/19	1/22/20
186114	Concentration Deletion	Ching-Shih Chen	IME GRD MFE PE - Manufacturing Engineering (Production Engineering)	11/5/19	1/22/20
189014	Concentration Modification	JungWoon Yoo	IME Supply Chain Analytics	2/21/20	8/26/20
187721	Core Curriculum Addition	Anthony Adams	COM COM 300 Communication Theory	12/30/19	8/26/20
188164	Core Curriculum Addition	Jon Neidy	PLW PLW 300 Pre-Law Internship	1/16/20	8/26/20
188502	Core Curriculum Addition	Patricia Nugent	ETE ETE 373 Methods of Teaching High School Mathematics	1/26/20	8/26/20
188542	Core Curriculum Addition	Heather Ford	I M I M 460 User Experience Design Capstone 1	1/28/20	8/26/20
188543	Core Curriculum Addition	Heather Ford	I M I M 461 User Experience Design Capstone 2	1/28/20	8/26/20
188869	Core Curriculum Addition	Dean Campbell	CHM CHM 499 Directed Studies in Chemistry and Biochemistry	2/12/20	6/8/20
188872	Core Curriculum Addition	Dean Campbell	CHM CHM 299 Directed Studies in Chemistry and Biochemistry	2/12/20	6/8/20
189104	Core Curriculum Addition	Dean Campbell	CHM CHM 283 Laboratory Assistant	2/22/20	8/26/20
189569	Core Curriculum Addition	Derek Montgomery	PSY PSY 341 Undergraduate Practicum: Child Study Center	3/3/20	1/4/21
184406	Course Addition	Paul Stephens	ETL MIS 570 Introduction to Business Analytics	9/6/19	8/26/20
184535	Course Addition	Paul Stephens	ETL MIS 571 Business Analytics Software and Applications II	9/11/19	8/26/20
184709	Course Addition	Paul Stephens	ETL MIS 573 Data Visualization for Business Analytics	9/20/19	8/26/20
184768	Course Addition	Steven Dolins	CS CS 541 Python Programming for Data Science	9/23/19	1/22/20
184769	Course Addition	Steven Dolins	CS CS 560 Fundamentals of Data Science	9/23/19	1/22/20
184770	Course Addition	Steven Dolins	CS CS 594 Capstone Project for Data Science	9/23/19	1/22/20
185365	Course Addition	Paul Stephens	ETL MIS 590 Capstone Project for Business Analytics	10/17/19	8/26/20
185778	Course Addition	Hancheol Cho	M E M E 564 Sensor, Actuators, and Computer Vision	10/28/19	8/26/20
185981	Course Addition	Hancheol Cho	M E M E 561 Introduction to Robotics	11/1/19	8/26/20
186288	Course Addition	William Bailey	ATG ATG 478 Federal Taxes II	11/7/19	8/26/20
186337	Course Addition	JungWoon Yoo	IME IME 578 Engineering Analytics 2	11/8/19	8/26/20
186611	Course Addition	Shondra Johnson	ATG ATG 290 Accounting Careers Exploration	11/15/19	8/26/20
187042	Course Addition	Betty Jane Lawrence	IDP CFA 250 Film History	11/27/19	8/26/20
187043	Course Addition	Betty Jane Lawrence	IDP CFA 320 Film Theory and Criticism	11/27/19	8/26/20
187047	Course Addition	Betty Jane Lawrence	IDP CFA 221 Media Aesthetics	11/27/19	8/26/20
187050	Course Addition	Betty Jane Lawrence	IDP CFA 321 Topics in Film Genre	11/27/19	8/26/20
187387	Course Addition	Heather Longfellow	ATG ATG 470 Data Analytics for Accounting	12/13/19	8/26/20
188656	Course Addition	Matt McGowan	BUS BUS 511 Communicating Quantitative Information	2/3/20	8/26/20
189199	Course Addition	Rachel Vollmer	FCS FCS 340 Parent Education	2/25/20	8/26/20

189736	Course Addition	Jessica Clark	NUR NUR 676 Primary Care Acute Conditions Across the Lifespan I	3/5/20	1/4/21
189737	Course Addition	Jessica Clark	NUR NUR 677 Primary Care Chronic Conditions Across the Lifespan II	3/5/20	1/4/21
189740	Course Addition	Jessica Clark	NUR NUR 678 Primary Care Across the Lifespan III	3/5/20	1/4/21
189743	Course Addition	Jessica Clark	NUR NUR 679 Primary Care Immersion IV	3/5/20	1/4/21
189790	Course Addition	Jessica Clark	NUR NUR 680 Psychiatric Nurse Practitioner (PNP) Roles	3/6/20	1/4/21
189793	Course Addition	Jessica Clark	NUR NUR 682 Psychopharmacology and Neurophysiology for the PNP	3/6/20	1/4/21
189795	Course Addition	Jessica Clark	NUR NUR 684 Advanced Psychiatric Interviewing and Differential Diagnosis	3/6/20	1/4/21
189797	Course Addition	Jessica Clark	NUR NUR 685 PNP Continuum of Care Across the Lifespan and Practicum I	3/6/20	1/4/21
189798	Course Addition	Jessica Clark	NUR NUR 686 PNP Continuum of Care Across the Lifespan and Practicum II	3/6/20	1/4/21
189800	Course Addition	Jessica Clark	NUR NUR 687 PNP Specialty Focus Practicum III	3/6/20	1/4/21
189802	Course Addition	Jessica Clark	NUR NUR 688 Professional Aspects of the PNP	3/6/20	1/4/21
191006	Course Addition	Kelly McConnaughay	OCP OCP 100 Experiential Learning Abroad	3/27/20	1/4/21
191007	Course Addition	Kelly McConnaughay	OCP OCP 101 Experiential Learning Abroad	3/27/20	1/4/21
184824	Course Modification	Jenny Tripses	ENC ENC 686 Field Experiences in Administration [Changes:PreReq]	9/25/19	1/22/20
185046	Course Modification	JungWoon Yoo	IME IME 568 Engineering Analytics 1 [Changes:Title,Desc]	10/4/19	8/26/20
185047	Course Modification	JungWoon Yoo	IME IME 511 Probability and Statistics for Analytics [Changes:Title,Desc]	10/4/19	8/26/20
185049	Course Modification	JungWoon Yoo	IME IME 512 Regression and Experimental Design [Changes:Title,Desc]	10/4/19	8/26/20
185765	Course Modification	Hancheol Cho	M E M E 562 Dynamics, Modeling, and Control of Robots [Changes:Title,Desc,PreReq]	10/28/19	8/26/20
186452	Course Modification	Megan Rimmel	PLS PLS 312 State and Local Politics [Changes:Number,Title,PreReq]	11/12/19	8/26/20
188123	Course Modification	Jana Hunzicker	ENC ENC 703 Action Research 1: Introduction to Action Research [Changes:Desc]	1/15/20	4/27/20
188124	Course Modification	Jana Hunzicker	ENC ENC 704 Action Research 2: Action Research Design and Ethics [Changes:Desc]	1/15/20	4/27/20
188125	Course Modification	Jana Hunzicker	ENC ENC 705 Action Research 3:Data Collection in Action Research [Changes:Desc]	1/15/20	4/27/20
188126	Course Modification	Jana Hunzicker	ENC ENC 706 Action Research 4: Data Analysis and Reporting in Action Research [Changes:Title,Desc]	1/15/20	4/27/20
188129	Course Modification	Jana Hunzicker	ENC ENC 707 Action Research 5: Scholarly Writing and Presentation in Action Research [Changes:Title,Desc]	1/15/20	4/27/20
188773	Course Modification	Lorena Chica	I M I M 240 Two-Dimensional Animation I [Changes:PreReq]	2/7/20	8/26/20
188775	Course Modification	Lorena Chica	I M I M 440 Animation Capstone I [Changes:PreReq]	2/7/20	8/26/20
188808	Course Modification	Wayne Bosma	CHM CHM 470 Physical Chemistry I [Changes:PreReq]	2/11/20	8/26/20
188811	Course Modification	Wayne Bosma	CHM CHM 476 Physical Chemistry II [Changes:PreReq]	2/11/20	8/26/20
188812	Course Modification	Wayne Bosma	CHM CHM 570 Physical Chemistry I [Changes:PreReq]	2/11/20	8/26/20

188814	Course Modification	Wayne Bosma	CHM CHM 576 Physical Chemistry II [Changes:PreReq]	2/11/20	8/26/20
188857	Course Modification	Lorena Chica	I M I M 241 Two-Dimensional Animation II [Changes:PreReq]	2/12/20	8/26/20
188858	Course Modification	Lorena Chica	I M I M 243 History of Animation [Changes:PreReq]	2/12/20	8/26/20
188859	Course Modification	Lorena Chica	I M I M 340 Three-Dimensional Animation I [Changes:PreReq]	2/12/20	8/26/20
188863	Course Modification	Lorena Chica	I M I M 341 Three-Dimensional Animation II [Changes:PreReq]	2/12/20	8/26/20
188865	Course Modification	Lorena Chica	I M I M 441 Animation Capstone II [Changes:PreReq]	2/12/20	8/26/20
189015	Course Modification	JungWoon Yoo	IME IME 313 Operations Research I [Changes:PreReq]	2/21/20	8/26/20
189106	Course Modification	Kerry Walters	MUS MUS 145 Cantus [Changes:Title,Desc]	2/22/20	8/26/20
189107	Course Modification	Kerry Walters	MUS MUS 345 Cantus [Changes:Title,Desc]	2/22/20	8/26/20
189198	Course Modification	Fariborz Tayyari	IME IME 401 Engineering Economy II [Changes:Number,Hours,Desc]	2/25/20	1/20/21
189206	Course Modification	Ethan Ham	I M I M 491 Special Topics in Interactive Media [Changes:Desc,PreReq]	2/26/20	8/26/20
189744	Course Modification	Jessica Clark	NUR NUR 363 Introduction to Personal and Community Health [Changes:Number]	3/5/20	1/4/21
190136	Course Modification	Robert Prescott	PLW PLW 300 Pre-Law Internship [Changes:Desc]	3/11/20	1/4/21
184247	Major Modification	Eden Blair	ETL Entrepreneurship	9/2/19	8/26/20
188670	Major Modification	Heather Ford	I M User Experience Design	2/4/20	8/26/20
188899	Major Modification	Rachel Vollmer	FCS Family & Consumer Sciences	2/13/20	8/26/20
189724	Major Modification	Carl Anderson	MUS Bachelor of Science or Bachelor of Arts in Music Business	3/5/20	1/4/21
189730	Major Modification	Carl Anderson	MUS Bachelor of Science or Bachelor of Arts in Music and Entertainment Industry	3/5/20	1/4/21
190053	Major Modification	Joseph Kelly	P T Kinesiology and Health Science	3/10/20	1/4/21
186956	Minor Addition	Betty Jane Lawrence	CFA Interdisciplinary Film Studies Minor	11/25/19	8/26/20
184692	Program Addition	Steven Dolins	IDP Data Science and Analytics	9/19/19	8/26/20
189757	Program Addition	Jessica Clark	NUR DNP PNP (Doctor of Nursing Practice, Psychiatric Nurse Practitioner)	3/5/20	1/4/21
189759	Program Addition	Jessica Clark	NUR PNP (MSN Psychiatric Nurse Practitioner)	3/5/20	1/4/21
189761	Program Addition	Jessica Clark	NUR PNP C (Psychiatric Nurse Practitioner Certificate)	3/5/20	1/4/21
189762	Program Addition	Jessica Clark	NUR RN MSN PNP (RN entry Psychiatric Nurse Practitioner)	3/5/20	1/4/21
189745	Program Modification	Jessica Clark	NUR GRD DNP FN	3/5/20	1/4/21
189747	Program Modification	Jessica Clark	NUR GRD NUR FN	3/5/20	1/4/21
189749	Program Modification	Jessica Clark	NUR GRD NUR FNC	3/5/20	1/4/21
189751	Program Modification	Jessica Clark	NUR GRD NUR FR	3/5/20	1/4/21
189752	Program Modification	Jessica Clark	NUR GRD NUR AO/AD	3/5/20	1/4/21
189753	Program Modification	Jessica Clark	NUR GRD NUR ED	3/5/20	1/4/21
189755	Program Modification	Jessica Clark	NUR GRD RNA	3/5/20	1/4/21

From Item IV. "Attachment 3" content for **Report from the ad-hoc Staff Committee**
Motion withdrawn.

To be inserted in page 30

1

18. University Staff Committee

1. The functions of the University Staff Committee (USC) shall be to:
 - a. Bring a diverse staff perspective for common interests, needs, and concerns and create better outcomes for the whole of Bradley University.
 - b. Provide a voice for university staff by representing the interests of all support staff (non-exempt) and unclassified staff (exempt-non-faculty) of Bradley University.
 - c. Serve as a forum for all staff and members to present, review, and discuss common concerns of employment (e.g., opportunities for professional development, salaries/benefits, evaluation standards and procedures).
 - d. Act as a vehicle of communication and recommendation for staff concerns to Senate.

2. The committee members must be Staff Employees with a full-time equivalent (FTE) of 0.50 or greater, as defined by the Bradley University Human Resources Department per Employee Status and tour-of-duty; and a length of continuous employment service no less than one year
 - a. The University Staff Committee shall consist of 15 members, serving staggered 3-year terms, as outlined below:
 - i. 2 members 1 exempt/1 non-exempt from Athletic Department
 - ii. 2 members 1 exempt/1 non-exempt from Enrollment Management
 - iii. 2 members 1 exempt/1 non-exempt from the combined units of President's office,
Advancement, Legal Affairs, and Marketing
 - iv. 3 members 2 exempt/1 non-exempt from Academic Affairs
 - v. 3 members 2 exempt/1 non-exempt from Business Affairs
 - vi. 3 members 2 exempt/1 non-exempt from the Student Affairs

3. The committee shall elect its own chair who shall be a voting ex-officio senator
 - a. The senator shall:
 - i. Preside at all meetings of the University Staff Committee
 - ii. Receive all matters that concern Bradley University staff and refer these to the committee, as appropriate
 - iii. Communicate regularly with their committee;
 - iv. Facilitate new committee member elections.

4. Arranging for the election of the University Staff Committee members shall be the responsibility of the University Staff Committee.

- a. Staff from each unit represented on the USC shall elect the committee members serving for that unit.
- b. USC shall inform the units where a committee member's term is expiring in February with selection complete by April.
- c. If a vacancy occurs prior to term fulfillment, a new committee member will be appointed by the USC Chair
- d. Three (3) absences from the USC meetings by a member during any one (1) academic year will be grounds for removal from the University Staff Committee

USC 4/7/2020



**Bradley University Senate
Seventh Regular Meeting of the 2019-2020 Senate**

3:10 p.m. – 5:00 p.m., April 23, 2020
Online

MINUTES (final)



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** at 3 13. Reminder about giving name before speaking.

II. **Approval of the Minutes (See [Attachment 1](#))**

Motion: Senator Goitein; 2nd: Senator Banning

III. **Reports from Administrators**

A. **President Roberts**

- President Standifird is joining Bradley a month early. Roberts will complete suspension of 2nd phase of BECC. Standifird will head the “Phoenix group” overseeing decisions with long term impact (e.g. budgeting, restructuring).
- CFO Gandhi is leaving. Standifird is hiring a new CFO from the for-profit sector.
- Bradley is suspending phase 2 of BECC project. Letters of suspension have not been sent yet. Suspension will save \$3-4 million in cash over the next 1 to 1.5 years.
- Liquidity is an issue. Roberts believes cash will not run out if careful, but wants to avoid liquidating parts of the endowment while prices are suppressed. Bradley is already in violation of some of its covenants due to suppressed endowment, but the banks tend to be forgiving.
- Two groups have been formed:
 - Virus response group is meeting 2 times a week to deal with crisis issues, such as
 - Pass/Fail option.
 - Issues that may arise around refunds.
 - Evacuating dorms and evolving a process to allow students to retrieve their belongings.
 - Moving all summer courses online.
 - Handling of scheduled camps and orientations etc.
 - Working out strategies fall classes.
 - The “Phoenix” group has been meeting
 - This group will directly advise Trustees and Pres. Standifird on contingency planning for every revenue level deficit – up to 45 %.
- Pres. Standifird is selecting advisory committee with 6 faculty and 6 staff. This group will work into the summer.
- The Board of Trustees has set up ad hoc emergency committee to deal with financial issues emerging from the virus crisis.
- CFO Gandhi is working with creditors.
- Bradley applied for \$4.2M under the CARES act (direct aid to students). Another \$2.1M can be applied for after that. Working with lobbyists to find if we are eligible for other support.
- Test optional admissions pilot program planned for recruitment for 2021 Freshman class is expanded. 40% of high school seniors who will graduate HS in Spring 21 will not sit for a standardized test.
- Pass/Fail option will be implemented for this semester. Issues like financial aid, professional certification, etc., must be addressed.

- Currently the Summer and Fall terms are projected to proceed on a grade scale basis.
- No in-person commencement: Administration is examining options for a deferred live ceremony. This May there will be a formal recognition and an announcement of graduates.
- The uncertainty, change, disruption, and challenge of this crisis can't be overstated. The existing culture of higher education has ended.

Questions

NOTE: Live stream concerns caused a pause in the meeting, including the concern that lack of access to meeting is a violation of handbook. When the meeting resumed:

- Senator Goitein: Glad to hear about efforts to suspend phase 2 on BECC.
- Senator Glassmeyer: Asked for clarification about test optional information; the clarification is reflected in record above.
- Senator Drake: Has re-financing been explored?
 - GR: this has not even been on the table for discussion. A “chunk” of debt was refinanced this past year, and the rest of the debt is \$50M for the BECC which is not eligible for refinancing. The markets are such that trying to do so now would “not be well received”. The BECC debt was amortized for 30 years and open for refinancing after the 5th year (next year).

B. Senior Vice President of Academic Affairs and Provost Zakahi

- News: Pritzker extended the stay at home for 30 days.
- Apology to physics: The department will continue and will not be merged; the major will be eliminated. (This is a correction to a response made in another context.)
- Course delivery scenarios: Interim Dean Cluskey is leading efforts to anticipate multiple course delivery scenarios, identified by the Virus Response team, for Fall 2020. 4 possibilities include:
 - 1. Fully face to face.
 - 2. Face to face with a return to online later in the term.
 - 3. Face to face with social distancing.
 - 4. Fully online.
- Online delivery: Faculty have done well on transition, but to continue, we will have to be more thoughtful and prepared.
- HLC will visit in Spring 2021. Bradley requested a delay and was told no.
- Temporary measures: sabbatical suspensions, imposition of 4/4 load and hiring freezes are all temporary. It is hoped these will be reinstated in the Fall of 2021, contingent on the return of students to campus in normal numbers.

Questions:

- Senator George: If we do social distancing in face to face, this would mean adding class sections, but if there's a hiring freeze so how would that work?
 - WZ: That's why the group has been formed.

IV. Report from Student Body President Megan Brezka.

Ms. Brezka was unable to attend, but sent a report, summarized here.

- Textbook Accessibility Resolution: Approved on Tuesday, April 21st, 2020 by Student Senate. This resolution requests that the University provide students with free access to a collection of required course materials.
- Accessibility of Future Facilities Resolution: Approved on Tuesday, April 21st, 2020, by Student Senate. This resolution requests that a member of the Student Senate shall be delegated a seat on any existing and future committees overseeing construction and/or renovation of university buildings in order to voice accessibility concerns of students.
- Newly Elected Student Body Officers for 2020-2021:
 - Emma Hoyhtya (Student Body President)
 - Ellie Hawkins (Chief of Staff)
 - Brandy Wayne (Director of Administration)
 - David Daye (Speaker of the Assembly)

V. Consent Agenda (see [Attachment 2](#))

No objections.

Approved.

VI. Report from the ad-hoc Staff Committee (see [Attachment 3](#))

This committee has been charged with creating a framework for the Staff committee. Their motion is included at the end of these minutes.

Motion to create a staff committee:

1st: Senator J Bukowski; 2nd: Senator McQuade.

Discussion:

- Tara Suzuki-Nguyen: Her background is as an Undergraduate advisor and she has been chair of this committee. The committee has reviewed the mission and breakdown of how the committee will be formed. The committee wishes to withdraw the motion because it's not the right time for this.
- Senator Thomas concurs.
- Parliamentarian McAsey: No motion is needed to withdraw. As motioner, Senator Bukowski simply needs to withdraw.

Motion withdrawn by Senator Bukowski.

- Parliamentarian McAsey offered 2 technical suggestions on the proposal: re: exempt and non-exempt meaning and clarification that the ex officio senator mentioned will be appointed to the University Senate.

- Past Senate President Timm: suggested that placement in the handbook should be included.
- Senate President Fakheri: noted that placement is mentioned in the proposal.

VII. Old Business

Motions from Strategic Planning Committee carried over from the February meeting

1. Delete Physics programs that include:

Physics Major, Bachelor of Science

Physics Major, Bachelor of Arts

Physics Education (9-12) Major, Bachelor of Science

Physics Education (9-12) Major, Bachelor of Arts

Physics Minor

Environmental Science Major, Physics Concentration, Bachelor of Science

Environmental Science Major, Physics Concentration, Bachelor of Arts

Teach-out plans will be developed and implemented for individual students currently in the deleted Physics programs. Students will no longer be admitted into the Physics programs with a start date beyond the Fall 2020 semester. Second: Amit Sinha

This motion was introduced in the February 2020 meeting of this body.

Discussion:

- Sen. C. Jones: Physics is essential to the mission of Liberal Arts and Sciences and to any higher educational institution. This program suffered from chronic under resourcing and student success issues. It may make sense to delete a few programs like H.S. Teaching and Environmental Science. Noted that the department offered comments about space reallocation and other issues in their reply.
- Past Senate Pres. Timm: What are the implications in terms of positions lost? Will faculty be cut?
 - WZ: the plan originally included a position cut. However, if there's need for positions they would be supplied. But if Engineering teaches their own Physics classes fewer instructors will be needed.
 - Sen. Jones: There were 3 faculty and 3 visitors for fall.
 - WZ: one visiting line will be cut.
- Sen. Goitein: Did SPC have a chance to review the Department response?
 - WZ: there has only been one SPC meeting and this was not discussed.
- Sen. Mc Quade: does not recall reading of the possibility of Physics being taught out of Engineering. This does not seem to be efficient, but also the initial proposal does not include this.
 - WZ: there is an ongoing conversation about this, not a decision.
- Sen. Kimberlin: Physics is willing to make concessions in space and suggests that keeping the 10-12 majors in the near future is better for Bradley than having none.

Motion to Refer to Strategic Planning Committee and University Resources Committee for further study given open questions:

1st Sen. Drake; 2nd Sen. Banning

Discussion of motion to refer:

- Sen. Pres. Fakheri: Was there a motion to separate the program deletions?

- Sen. Jones: no.
- Sen Rummel: clarified that the committees for referral are SPC and URC.
- Sen. Roberts: notes that the effect is to delay the Senate taking action for a year. Admissions needs to have information now to build the class to enter in Fall 2021. The Senate's one-year delay may not cohere with the BOT's perspective.
- Sen. Kimberlin: the results are 4 years out anyway. There is no immediate action anyway.
- Sen. Roberts: If we admit another group for Fall 2021 this extends the teach out another year as well.
- Sen. Drake: We would welcome any students that we can count on due to COVID.
- Sen. Pres Fakheri: asked for advice on voting – voice or polling?

Motion to vote by Zoom Polling Feature:

1st Sen. Rummel; 2nd Sen. Blair.

Motion Carries

Return to motion to refer to Committees: Vote taken by Polling device on Zoom Motion carries.

2. Delete:

FCS Retail Merchandising Major, Bachelor of Science

FCS Retail Merchandising Major, Bachelor of Arts

Teach-out plans will be developed and implemented for individual current student majors in the deleted Retail Merchandising Major. No students will be admitted into the deleted program after Fall 2020.

Discussion:

- Sen. Kimberlin: verified that #3 (on Senate agenda, below) is a separate motion.
- Sen. Drake: verified motions #2 and #3 below as separate and different. In addition, she noted that recent improvements to these programs were not acknowledged in Provost's communication about these proposals and that further proposals for additional improvements were not allowed to be entered.
- Sen. Goitein: Has SPC had a chance to review more recent information including the department's reply?
 - WZ: No
- Past Senate President Timm: What will the effects of this proposal be on staffing?
 - WZ: It is a mistake to continue a program with only one faculty in it. Thus, the effect will be a position saved. The faculty member has received a tenure letter, and she can continue. But for the program to continue, another faculty member would need to be hired. So that's the saving.

- Sen. Drake: Retail Merchandising students take courses within the rest of FCS. The faculty member teaches students in the rest of FCS and has chaired committees in Dietetics and contributes to other programs in FCS.
- Sen. Schweigert: Reviewing Acinquire she found that these majors have double digit enrollments, and the director says there are incoming freshman majoring in retail merchandising.
- Sen. Hogan: Where do the cost savings come in?
 - WZ: The savings are a function of not having to hire someone else to teach Fashion (sic) Merchandising courses. He thinks there should not be a one person department. Likewise, in Criminology where a hire was in process, although that search has been cancelled.

Motion to refer this matter to the Strategic Planning Committee and the University Resources Committee for further consideration:

1st: Sen. Bosma; 2nd: Sen. Banning

Discussion none.

Motion to vote by poll rather than voice:

1st: Sen. Kimberlin. 2nd: Sen. Rummel.

Objection was raised to need for this motion.

Hereafter polling will be used.

Motion to refer carries

3. Delete Family and Consumer Science programs that include:

Family and Consumer Sciences Secondary Education Major, Bachelor of Science

Family and Consumer Sciences Secondary Education Major, Bachelor of Arts

Teach-out plans will be developed for individual current student majors or minors in the deleted Family and Consumer Science programs. No students will be admitted into the deleted programs after Fall 2020.

Discussion:

- Sen. Cluskey: The High School Education majors have no position linked to them and only require one specialized course along with the ED courses,
- Sen. Arquette: This is a small major but there is a big demand for it locally and recruitment may have lagged.
- Sen. Glassmeyer: Cutting programs that provide content areas for Secondary Ed is a false savings since a content area draws the student to our HS Ed programs.
- Sen. Goitein: Did SPC review the new information that the impacted program provided?
 - WZ: no
- Sen. Kimberlin: How many students are in this program
- Sen. Drake: I believe it's 3 currently with 1 or 2 incoming freshmen.
- Sen. McQuade: AAUP guidelines indicate that program discontinuation should be based on long-range judgments that educational mission of the institution will be enhanced by the deletion. In addition, advises to re-think the idea of "program" to fit AAUP who see a program as a cluster of majors, rather than a single major.

Motion to refer this matter to SPC and URC for further consideration:

1st: Sen. Schwiebert. 2nd Sen. Kimberlin

Vote taken by Poll

Motion to refer fails.

- Sen. Dzapo: Where are the cost savings?
 - WZ: This is tied into the Fashion [sic] Merchandising issue. Without that major, there's not a person to teach a required class in these majors.
- Sen. Drake: Retail Merchandising courses are not required to complete Secondary Ed program; one required separate course is not offered every year.
- Sen. Glassmeyer: Please clarify the reasoning for this elimination.
 - WZ: This was housekeeping. Understood this program to rely upon the Retail Merchandising program since there was not someone to teach a required course.
- Sen. Cluskey: At one point many Retail Merchandising courses were embedded throughout the Secondary Ed programs as requirements, but these courses have been made options, are no longer required.
- Sen. Drake: Students previously had to take a certain number of courses in Retail Merchandising. But new changes offer these courses as options, not requirements.
- Sen. Bukowski: So, this is not the same situation as it was when Program Prioritization began and has no cost savings?
- Sen. Zakahi: Now wishes to withdraw the motion;
- Sen Roberts: Not possible because it is from committee

Motion to Postpone Indefinitely:

1st Sen. Glassmeyer; 2nd Sen. Bukowski.

Vote by Poll

Motion to Postpone Indefinitely carries.

4. Delete Theatre programs that include:

Theatre Arts Major, Bachelor of Science

Theatre Arts Major, Bachelor of Arts

Theatre Arts Major, Performance Concentration, Bachelor of

Theatre Arts, Performance Concentration, Bachelor of Arts

Theatre Arts Major, Production Concentration, Bachelor of Science

Theatre Arts Major, Production Concentration, Bachelor of Arts

Theatre Arts, Minor

Teach-out plans will be developed and implemented for individual students currently in the deleted Theatre programs. No students will be admitted into the deleted programs after Fall 2020.

Motion:

1st: Gary Roberts; 2nd: Jake Heuser

Discussion:

- Sen. Roberts: This was recommended by Provost, but SPC opted not to forward it to Senate. He thought that a carefully considered recommendation

should not die in committee. There will be significant cost savings over a period of years. We need to cut programs that cost more than they generate. He's a theatre supporter, and wants to continue to have theatre courses taught and to do productions. But this program is underperforming and has not fixed problems from 5 years ago.

- Sen. Kimberlin: can we hear from SPC why this did not go through?

Motion to allow Ethan Ham to speak

1st: Sen. Stern; 2nd: Sen. Banning

Motion Carries

- Ethan Ham: 5th quintile is an incorrect ranking. The rating is based on Gray and Associates calculations of demand, narrative scoring, and the quantitative data which he views as the most valid. Quantitative included number of majors, cost, retention, etc. Theatre Arts was in the middle of the 3rd quintile of quantitative data. He voted against this for that reason. He expressed doubts about Gray and Assoc. suggested to weigh the Quantitative data.
- Sen. Banning: Appreciating the hard work from SPC and others in Program Prioritization, what was happening then is not what is happening now. Gray and Associates collected data on a different model.
- Sen. Goitein. Did SPC review the comments from the department?
 - WZ: no.

Motion to refer this matter to SPC and URC committees for further consideration:

1st: Sen. Goitein; 2nd Sen. Banning.

Vote taken by Poll

Motion Carries

VIII. New Business

1.

Motion: The Executive Committee of the University is charged with forming an ad hoc committee of faculty to consult with and advise the Senate Executive Committee, the Senate, and the Administration as plans are developed to address the challenges the University faces as we confront the COVID-19 crisis.

1st: Past Senate Pres. Timm; 2nd Senator Banning

Discussion:

- Sen. Drake: The membership of this committee would be drawn from committees such as SPC, URC, Contractual Arrangements (CA) and Admissions and Retention (A and R)
- Sen. Banning: perspective from several different places and additional info.

Motion Carries

2. Sen. Malinowski: Suggestion to display motions on the poll or on the screen share.

IX. Adjournment

At 5:12.

Submitted by:

Danielle Glassmeyer, Secretary of the Senate

May 4, 2020

Approved Consent agenda (attachment 2), Item V.

ID	Document	Name	Description	Submit	Due
185740	Concentration Addition	Hancheol Cho	M E Robotics and Autonomous Vehicles	10/28/19	8/26/20
186112	Concentration Deletion	Ching-Shih Chen	IME GRD Manufacturing Engineering, Manufacturing Management	11/5/19	1/22/20
186114	Concentration Deletion	Ching-Shih Chen	IME GRD MFE PE - Manufacturing Engineering (Production Engineering)	11/5/19	1/22/20
189014	Concentration Modification	JungWoon Yoo	IME Supply Chain Analytics	2/21/20	8/26/20
187721	Core Curriculum Addition	Anthony Adams	COM COM 300 Communication Theory	12/30/19	8/26/20
188164	Core Curriculum Addition	Jon Neidy	PLW PLW 300 Pre-Law Internship	1/16/20	8/26/20
188502	Core Curriculum Addition	Patricia Nugent	ETE ETE 373 Methods of Teaching High School Mathematics	1/26/20	8/26/20
188542	Core Curriculum Addition	Heather Ford	I M I M 460 User Experience Design Capstone 1	1/28/20	8/26/20
188543	Core Curriculum Addition	Heather Ford	I M I M 461 User Experience Design Capstone 2	1/28/20	8/26/20
188869	Core Curriculum Addition	Dean Campbell	CHM CHM 499 Directed Studies in Chemistry and Biochemistry	2/12/20	6/8/20
188872	Core Curriculum Addition	Dean Campbell	CHM CHM 299 Directed Studies in Chemistry and Biochemistry	2/12/20	6/8/20
189104	Core Curriculum Addition	Dean Campbell	CHM CHM 283 Laboratory Assistant	2/22/20	8/26/20
189569	Core Curriculum Addition	Derek Montgomery	PSY PSY 341 Undergraduate Practicum: Child Study Center	3/3/20	1/4/21
184406	Course Addition	Paul Stephens	ETL MIS 570 Introduction to Business Analytics	9/6/19	8/26/20
184535	Course Addition	Paul Stephens	ETL MIS 571 Business Analytics Software and Applications II	9/11/19	8/26/20
184709	Course Addition	Paul Stephens	ETL MIS 573 Data Visualization for Business Analytics	9/20/19	8/26/20
184768	Course Addition	Steven Dolins	CS CS 541 Python Programming for Data Science	9/23/19	1/22/20
184769	Course Addition	Steven Dolins	CS CS 560 Fundamentals of Data Science	9/23/19	1/22/20
184770	Course Addition	Steven Dolins	CS CS 594 Capstone Project for Data Science	9/23/19	1/22/20
185365	Course Addition	Paul Stephens	ETL MIS 590 Capstone Project for Business Analytics	10/17/19	8/26/20
185778	Course Addition	Hancheol Cho	M E M E 564 Sensor, Actuators, and Computer Vision	10/28/19	8/26/20
185981	Course Addition	Hancheol Cho	M E M E 561 Introduction to Robotics	11/1/19	8/26/20
186288	Course Addition	William Bailey	ATG ATG 478 Federal Taxes II	11/7/19	8/26/20
186337	Course Addition	JungWoon Yoo	IME IME 578 Engineering Analytics 2	11/8/19	8/26/20
186611	Course Addition	Shondra Johnson	ATG ATG 290 Accounting Careers Exploration	11/15/19	8/26/20
187042	Course Addition	Betty Jane Lawrence	IDP CFA 250 Film History	11/27/19	8/26/20
187043	Course Addition	Betty Jane Lawrence	IDP CFA 320 Film Theory and Criticism	11/27/19	8/26/20
187047	Course Addition	Betty Jane Lawrence	IDP CFA 221 Media Aesthetics	11/27/19	8/26/20
187050	Course Addition	Betty Jane Lawrence	IDP CFA 321 Topics in Film Genre	11/27/19	8/26/20
187387	Course Addition	Heather Longfellow	ATG ATG 470 Data Analytics for Accounting	12/13/19	8/26/20
188656	Course Addition	Matt McGowan	BUS BUS 511 Communicating Quantitative Information	2/3/20	8/26/20
189199	Course Addition	Rachel Vollmer	FCS FCS 340 Parent Education	2/25/20	8/26/20

189736	Course Addition	Jessica Clark	NUR NUR 676 Primary Care Acute Conditions Across the Lifespan I	3/5/20	1/4/21
189737	Course Addition	Jessica Clark	NUR NUR 677 Primary Care Chronic Conditions Across the Lifespan II	3/5/20	1/4/21
189740	Course Addition	Jessica Clark	NUR NUR 678 Primary Care Across the Lifespan III	3/5/20	1/4/21
189743	Course Addition	Jessica Clark	NUR NUR 679 Primary Care Immersion IV	3/5/20	1/4/21
189790	Course Addition	Jessica Clark	NUR NUR 680 Psychiatric Nurse Practitioner (PNP) Roles	3/6/20	1/4/21
189793	Course Addition	Jessica Clark	NUR NUR 682 Psychopharmacology and Neurophysiology for the PNP	3/6/20	1/4/21
189795	Course Addition	Jessica Clark	NUR NUR 684 Advanced Psychiatric Interviewing and Differential Diagnosis	3/6/20	1/4/21
189797	Course Addition	Jessica Clark	NUR NUR 685 PNP Continuum of Care Across the Lifespan and Practicum I	3/6/20	1/4/21
189798	Course Addition	Jessica Clark	NUR NUR 686 PNP Continuum of Care Across the Lifespan and Practicum II	3/6/20	1/4/21
189800	Course Addition	Jessica Clark	NUR NUR 687 PNP Specialty Focus Practicum III	3/6/20	1/4/21
189802	Course Addition	Jessica Clark	NUR NUR 688 Professional Aspects of the PNP	3/6/20	1/4/21
191006	Course Addition	Kelly McConnaughay	OCP OCP 100 Experiential Learning Abroad	3/27/20	1/4/21
191007	Course Addition	Kelly McConnaughay	OCP OCP 101 Experiential Learning Abroad	3/27/20	1/4/21
184824	Course Modification	Jenny Tripses	ENC ENC 686 Field Experiences in Administration [Changes:PreReq]	9/25/19	1/22/20
185046	Course Modification	JungWoon Yoo	IME IME 568 Engineering Analytics 1 [Changes:Title,Desc]	10/4/19	8/26/20
185047	Course Modification	JungWoon Yoo	IME IME 511 Probability and Statistics for Analytics [Changes:Title,Desc]	10/4/19	8/26/20
185049	Course Modification	JungWoon Yoo	IME IME 512 Regression and Experimental Design [Changes:Title,Desc]	10/4/19	8/26/20
185765	Course Modification	Hancheol Cho	M E M E 562 Dynamics, Modeling, and Control of Robots [Changes:Title,Desc,PreReq]	10/28/19	8/26/20
186452	Course Modification	Megan Rimmel	PLS PLS 312 State and Local Politics [Changes:Number,Title,PreReq]	11/12/19	8/26/20
188123	Course Modification	Jana Hunzicker	ENC ENC 703 Action Research 1: Introduction to Action Research [Changes:Desc]	1/15/20	4/27/20
188124	Course Modification	Jana Hunzicker	ENC ENC 704 Action Research 2: Action Research Design and Ethics [Changes:Desc]	1/15/20	4/27/20
188125	Course Modification	Jana Hunzicker	ENC ENC 705 Action Research 3:Data Collection in Action Research [Changes:Desc]	1/15/20	4/27/20
188126	Course Modification	Jana Hunzicker	ENC ENC 706 Action Research 4: Data Analysis and Reporting in Action Research [Changes:Title,Desc]	1/15/20	4/27/20
188129	Course Modification	Jana Hunzicker	ENC ENC 707 Action Research 5: Scholarly Writing and Presentation in Action Research [Changes:Title,Desc]	1/15/20	4/27/20
188773	Course Modification	Lorena Chica	I M I M 240 Two-Dimensional Animation I [Changes:PreReq]	2/7/20	8/26/20
188775	Course Modification	Lorena Chica	I M I M 440 Animation Capstone I [Changes:PreReq]	2/7/20	8/26/20
188808	Course Modification	Wayne Bosma	CHM CHM 470 Physical Chemistry I [Changes:PreReq]	2/11/20	8/26/20
188811	Course Modification	Wayne Bosma	CHM CHM 476 Physical Chemistry II [Changes:PreReq]	2/11/20	8/26/20
188812	Course Modification	Wayne Bosma	CHM CHM 570 Physical Chemistry I [Changes:PreReq]	2/11/20	8/26/20

188814	Course Modification	Wayne Bosma	CHM CHM 576 Physical Chemistry II [Changes:PreReq]	2/11/20	8/26/20
188857	Course Modification	Lorena Chica	I M I M 241 Two-Dimensional Animation II [Changes:PreReq]	2/12/20	8/26/20
188858	Course Modification	Lorena Chica	I M I M 243 History of Animation [Changes:PreReq]	2/12/20	8/26/20
188859	Course Modification	Lorena Chica	I M I M 340 Three-Dimensional Animation I [Changes:PreReq]	2/12/20	8/26/20
188863	Course Modification	Lorena Chica	I M I M 341 Three-Dimensional Animation II [Changes:PreReq]	2/12/20	8/26/20
188865	Course Modification	Lorena Chica	I M I M 441 Animation Capstone II [Changes:PreReq]	2/12/20	8/26/20
189015	Course Modification	JungWoon Yoo	IME IME 313 Operations Research I [Changes:PreReq]	2/21/20	8/26/20
189106	Course Modification	Kerry Walters	MUS MUS 145 Cantus [Changes:Title,Desc]	2/22/20	8/26/20
189107	Course Modification	Kerry Walters	MUS MUS 345 Cantus [Changes:Title,Desc]	2/22/20	8/26/20
189198	Course Modification	Fariborz Tayyari	IME IME 401 Engineering Economy II [Changes:Number,Hours,Desc]	2/25/20	1/20/21
189206	Course Modification	Ethan Ham	I M I M 491 Special Topics in Interactive Media [Changes:Desc,PreReq]	2/26/20	8/26/20
189744	Course Modification	Jessica Clark	NUR NUR 363 Introduction to Personal and Community Health [Changes:Number]	3/5/20	1/4/21
190136	Course Modification	Robert Prescott	PLW PLW 300 Pre-Law Internship [Changes:Desc]	3/11/20	1/4/21
184247	Major Modification	Eden Blair	ETL Entrepreneurship	9/2/19	8/26/20
188670	Major Modification	Heather Ford	I M User Experience Design	2/4/20	8/26/20
188899	Major Modification	Rachel Vollmer	FCS Family & Consumer Sciences	2/13/20	8/26/20
189724	Major Modification	Carl Anderson	MUS Bachelor of Science or Bachelor of Arts in Music Business	3/5/20	1/4/21
189730	Major Modification	Carl Anderson	MUS Bachelor of Science or Bachelor of Arts in Music and Entertainment Industry	3/5/20	1/4/21
190053	Major Modification	Joseph Kelly	P T Kinesiology and Health Science	3/10/20	1/4/21
186956	Minor Addition	Betty Jane Lawrence	CFA Interdisciplinary Film Studies Minor	11/25/19	8/26/20
184692	Program Addition	Steven Dolins	IDP Data Science and Analytics	9/19/19	8/26/20
189757	Program Addition	Jessica Clark	NUR DNP PNP (Doctor of Nursing Practice, Psychiatric Nurse Practitioner)	3/5/20	1/4/21
189759	Program Addition	Jessica Clark	NUR PNP (MSN Psychiatric Nurse Practitioner)	3/5/20	1/4/21
189761	Program Addition	Jessica Clark	NUR PNP C (Psychiatric Nurse Practitioner Certificate)	3/5/20	1/4/21
189762	Program Addition	Jessica Clark	NUR RN MSN PNP (RN entry Psychiatric Nurse Practitioner)	3/5/20	1/4/21
189745	Program Modification	Jessica Clark	NUR GRD DNP FN	3/5/20	1/4/21
189747	Program Modification	Jessica Clark	NUR GRD NUR FN	3/5/20	1/4/21
189749	Program Modification	Jessica Clark	NUR GRD NUR FNC	3/5/20	1/4/21
189751	Program Modification	Jessica Clark	NUR GRD NUR FR	3/5/20	1/4/21
189752	Program Modification	Jessica Clark	NUR GRD NUR AO/AD	3/5/20	1/4/21
189753	Program Modification	Jessica Clark	NUR GRD NUR ED	3/5/20	1/4/21
189755	Program Modification	Jessica Clark	NUR GRD RNA	3/5/20	1/4/21

From Item IV. "Attachment 3" content for **Report from the ad-hoc Staff Committee**
Motion withdrawn.

To be inserted in page 30

1

18. University Staff Committee

1. The functions of the University Staff Committee (USC) shall be to:
 - a. Bring a diverse staff perspective for common interests, needs, and concerns and create better outcomes for the whole of Bradley University.
 - b. Provide a voice for university staff by representing the interests of all support staff (non-exempt) and unclassified staff (exempt-non-faculty) of Bradley University.
 - c. Serve as a forum for all staff and members to present, review, and discuss common concerns of employment (e.g., opportunities for professional development, salaries/benefits, evaluation standards and procedures).
 - d. Act as a vehicle of communication and recommendation for staff concerns to Senate.

2. The committee members must be Staff Employees with a full-time equivalent (FTE) of 0.50 or greater, as defined by the Bradley University Human Resources Department per Employee Status and tour-of-duty; and a length of continuous employment service no less than one year
 - a. The University Staff Committee shall consist of 15 members, serving staggered 3-year terms, as outlined below:
 - i. 2 members 1 exempt/1 non-exempt from Athletic Department
 - ii. 2 members 1 exempt/1 non-exempt from Enrollment Management
 - iii. 2 members 1 exempt/1 non-exempt from the combined units of President's office,
Advancement, Legal Affairs, and Marketing
 - iv. 3 members 2 exempt/1 non-exempt from Academic Affairs
 - v. 3 members 2 exempt/1 non-exempt from Business Affairs
 - vi. 3 members 2 exempt/1 non-exempt from the Student Affairs

3. The committee shall elect its own chair who shall be a voting ex-officio senator
 - a. The senator shall:
 - i. Preside at all meetings of the University Staff Committee
 - ii. Receive all matters that concern Bradley University staff and refer these to the committee, as appropriate
 - iii. Communicate regularly with their committee;
 - iv. Facilitate new committee member elections.

4. Arranging for the election of the University Staff Committee members shall be the responsibility of the University Staff Committee.

- a. Staff from each unit represented on the USC shall elect the committee members serving for that unit.
- b. USC shall inform the units where a committee member's term is expiring in February with selection complete by April.
- c. If a vacancy occurs prior to term fulfillment, a new committee member will be appointed by the USC Chair
- d. Three (3) absences from the USC meetings by a member during any one (1) academic year will be grounds for removal from the University Staff Committee

USC 4/7/2020