



Seventh Regular Meeting
2020-2021 Bradley University Senate
3:10 p.m., Thursday, April 15, 2021
via Zoom



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.

I. Call to Order

II. Announcements

0. The meeting is being recorded.
1. The Senate Elections Committee is conducting Elections for various Senate level committees and the V.P. for Equity, Diversity, and Inclusion. Encourage your colleagues to seek election to one or more of these committees, most especially Faculty Grievance and the Tenure, Promotion, and Dismissal Committees. Representatives to these two committees must be tenured faculty.

III. Approval of the Minutes of the Sixth Regular Meeting of the University Senate

See attached Minutes.

IV. Report from the Student Body President Emma Hoyhtya

V. Reports from Committees

A. Curriculum and Regulations

B. Senate Executive Committee.

1. Invitation to join the Coalition on Intercollegiate Athletics (COIA). See attached.

VI. Old Business

VII. New Business

VIII. Reports from Administrators

A. President Standifird

B. Provost and Senior Vice President for Academic Affairs Zakahi

C. CFO/COO Cox

IX. Adjournment



Sixth Regular Meeting
2020-2021 Bradley University Senate
3:10 p.m., Thursday, March 25, 2021
via
Zoom

Minutes



MISSION:

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

I. Call to Order at 3:10 PM

II. Announcements

0. The meeting is being recorded.
1. The Senate Elections Committee will be sending out nominating ballots to fill seats on Senate level committees for the 2021-2022 Academic Year. Encourage your colleagues to seek election to one or more of these committees, most especially Faculty Grievance and the Tenure, Promotion, and Dismissal Committees. Recall that representatives to these two committees must be tenured faculty. It will also be conducting elections for faculty representatives to the search committee for the V.P. for Equity and Diversity.
2. Senate Exec has asked the Contractual Arrangements Committee to begin a process to develop Handbook language about compensation for Chairs and to consider revisions to Handbook language around the tenure, promotion, and dismissal processes.
3. There was a glitch in CRCRS and certain items went directly from the Senate Agenda Prep stage to the Provost, bypassing the Senate President stage. Should any of these items end up not being approved by the Senate, I have asked that the Provost's Office be prepared to return them to me to send back to C&R for additional discussion.

III. Approval of the Minutes of the Fifth Regular Meeting of the University Senate

See attached Minutes.

Motion to approve the minutes of the fifth regular meeting of the university senate
Jeanie Bukowski (motion) Meg Frazier (2nd)

The motion carriers unanimously.

IV. Report from the Student Body President Emma Hoyhtya

V. Reports from Committees

A. Curriculum and Regulations

1. Consent Agenda

203831	Core Curriculum Addition	MUS MUS 002 Senior Recital
203054	Course Addition	ATG ATG 200 VITA - Volunteer Income Tax Assistance
203713	Course Addition	I M IM 238 Anatomy for Digital Artists
203733	Course Addition	I M IM 330 Game Art for Non-Majors
203877	Course Addition	ATG ATG 471 Advanced Accounting Techniques
204005	Course Addition	THE THE 305 Dialects for Actors
204006	Course Addition	THE THE 311 Professional Development Seminar
204007	Course Addition	THE THE 325 Properties Design and Construction
204009	Course Addition	THE THE 401 Acting for the Camera
201954	Course Deletion	FCS FCS 172 Hospitality Practices I
201316	Course Modification	ECL ENC 703 Action Research 1: Introduction to Action Research
201318	Course Modification	ECL ENC 704 Action Research 2: Action Research Design and Ethics
201319	Course Modification	ECL ENC 705 Action Research 3: Data Collection in Action Research
201320	Course Modification	ECL ENC 706 Action Research 4: Data Analysis and Reporting in Action Research
201321	Course Modification	ECL ENC 707 Action Research 5: Scholarly Writing and Presentation in Action Research
201322	Course Modification	ECL ENC 722 Internship 1
201323	Course Modification	ECL ENC 723 Internship 2
201957	Course Modification	FCS FCS 376 Professional Development
203068	Course Modification	ATG ATG 101 Survey of Accounting
203216	Course Modification	C E C E 393 Sustainability and Public Policy
203680	Course Modification	THE THE 318 Stage Management
203797	Course Modification	BIO BIO 385 Supervised Research
203798	Course Modification	BIO BIO 485 Research
203874	Course Modification	ATG ATG 301 Intermediate Accounting I
204001	Course Modification	THE THE 310 Professional Development Seminar, Production
204002	Course Modification	THE THE 410 Senior Capstone
204003	Course Modification	THE THE 416 Practice in Directing

204101 Course Modification THE THE 301 The Actor's Instrument II
204852 Course Modification IME IME 441 Manufacturing Processes I
204851 Course Modification IME IME 443 Manufacturing Processes II
204854 Course Modification IME IMT 212 Technical Calculus I

The consent item is approved unanimously.

2. Motion Required

204011 Concentration Modification THE Performance

Motion: Dan. Matisa (motion) Steven Banning (2nd)

The motion carriers unanimously.

204010 Concentration Modification THE Production

Motion: Dan. Matisa (motion) Steven Banning (2nd)

The motion carriers unanimously.

203077 Major Deletion ATG BUS ATG 3A Accounting 3/2 (Internal Auditing)

Motion: Steven Banning (motion), Ed Bond (2nd)

The motion carriers unanimously.

203078 Major Deletion ATG BUS ATG 3I Accounting 3/2

Motion: Eden Blair (motion), Ed Bond (2nd)

The motion carriers unanimously.

203079 Major Deletion ATG BUS ATG IA Accounting 3/2 (Internal Auditing)

201958 Major Modification FCS Hospitality Leadership

203871 Major Modification CS Computer Information Systems

204012 Major Modification THE Theatre Arts

204511 Major Modification I B International Business

204708 Major Modification BUS Foster College of Business Core Curriculum

204799 Major Modification FCS Nutrition and Dietetics

204798 Major Modification PLS Political Science Enroute
203080 Minor Deletion ATG BUS IA Internal Auditing
204800 Minor Modification PLS Political Science

Motion to approve the combined package above : Steven Banning (motion)
The motion carriers unanimously.

3. Academic Calendar 2024-2025 (See attached)

Motion to approve the item above : Wendy Schweigert (motion)
The motion carriers unanimously.

4. Distance Terms Master Calendar 2024-2025 (See attached)

Motion to approve the item above : Steven Banning (motion)
The motion carriers unanimously.

5. Proposal to Add Summer III term (See attached)

Motion to approve the item above : Steven Banning (motion)
Discussion:

Q: is there any impact on the calendars which were just approved?

A: No

Q: is there any impact on the compensation of course instructors during the summer terms?

A: No. there is handbook language section II, part 2c on page 43.

The motion carriers unanimously.

B. Senate Executive Committee.

Recall that at the February University Senate meeting, Senate Exec was charged with developing language to increase the size of and broaden the cross campus representation on the Ad hoc Handbook Rewrite Committee. The motion to do so is below. Note that after discussion by the Senate Executive Committee it was decided that University Counsel will be consulted on an as needed basis and asked to provide a final review of any suggested changes, additions, deletions, etc. instead of including her as a member of the committee. This larger committee will be formed and asked to begin its work in Fall 2021.

Motion: Composition of Ad Hoc Handbook Rewrite Committee.

The Ad Hoc Handbook Rewrite Committee shall have the following membership:

a) One representative elected by and from the full-time faculty from each

Academic College and the Library.

b) Up to 3 faculty nominated by the Senate Executive Committee and ratified by the University Senate to assure diversity of various types including, but not limited to, diversity in terms of gender, sex, and ethnicity and across rank and type of appointment, including non-tenure track appointments. The number of these positions will be dependent upon the various forms of diversity among those members elected by the colleges and other members of the committee.

c) A former or current Faculty Ombudsperson

d) A representative from HR

e) A past or current Senate President, e.g., a representative of the current small Ad Hoc Handbook rewrite committee.

Motion to approve the Composition of Ad Hoc Handbook Rewrite Committee
Ahmad Fakheri (Motion)

The motion carriers unanimously.

VIII. Reports from Administrators

A. President Standifird

- (1) Continue to be vigilant. At this time, we don't anticipate to require people to get a vaccine.
- (2) Several groups (faculty and staff) have been working on strategic planning process and also getting inputs from student focus groups. There will be a few faculty-staff forums to get feedback.
- (3) **Bradley briefing** came out last week, which provides a high-level picture of things we are working on and shares information. Twice a month during semester, once a month during the summer.
- (4) Announced a new VP position: VP diversity equity and inclusion. It was recommended by different groups and the racial equity task force report. Bradley does well in attracting 1st generation college students and student of color. And outperforms our peers, according to U.S News. However, our retention and graduation rate are quite a bit lower. There is a significant gap on retention and graduation rate. Hope the new VP takes a lead on that. It is core on our mission about student success. It also creates pathways to fundraising. The search firm Spelman Johnson is helping the search. Raised half a million dollar of programming support for the 1st two years for the position. A group of alums are passionate about the institution, but have frustration with our effort in diversity equity and inclusion.

(5) **Financial updates:** Cut our structural deficit about half. It was about \$10M. Now it is roughly 5M structural deficit. We have operating deficit, not a cash deficit. That allows us to start making some key investments that allows us start chipping away from the operating deficits. The new VP position is one of examples. We are working with a branding firm (Polish Group) on branding and marketing. We've made significant investments in the area of advancement work. We remerged positions and have a full-time advancement person up in Chicago.

We did not have good system to get optics into our finances. Closing books quarterly was ok for a stable environment. Now we close books on a monthly basis. Sheryl Cox is the major driving force of a cash flow model. She has been with us for almost a year. Part of that work has been to on a contract basis.

B. CFO/COO Sheryl Cox

We have been working on our financial reporting system as well as processes since June 2020. We did not have a cash flow model until September 2020. The cash flow model is updated on a weekly basis. It was tough last year to keep our cadence on the financials when we were delivering refunds because of online rolling option. Our focus has been establishing reliable projections, cash as well as profitability. The department heads have the ability to go in and look at their budget versus actual on a monthly basis.

Visibility of the budget to the actuals allows to make decision timely. This year we have a monthly budget. Last September a forecast was made to the board. The forecast has remained stable because of the upgraded financial processes and systems.

Parallel budgeting in the budget process: budgeting via the legacy financial model and also developing RCM (responsible centered management)). RCM focus the revenue and expense by colleges to see the contribution the college delivers to the university. We are not holding anyone accountable to it this year. Next year is going to be the year to implement its entirety. Should the enrollment vacillate up and down, we are able to reflect and understand those impacts readily.

Q&A:

[Danielle Glassmeyer, Wendy Schweigert, Ahmad Fakheri, Jeanie Bukowski, Megan Rimmel, Jackie Hogan]

Q: how RCM works? For instance, one unit serves five colleges. How does individual college hold responsible, for instance, for those vagaries beyond our control such as recruitment, higher discount rate, etc?
How will the budget model take those into account?

A: Look at revenue and discount. Net revenue stream is segmented among five colleges. Variable revenue stream comes from different fee structure. Contribution

margin is calculated from controllable revenues as well as expense. Overhead allocated to specific college with key performance indicators (KPI). For instance, human resource goes cross colleges, depending on how many employees in the college.

Segment revenue stream among colleges based on student credit hours. Student credit hour is an important factor how we staff and the demand. That's the common KPI used in the RCM model.

Q: How RCM would work with non-college entities like the library and student affairs.

A: To be determined. RCM allows better optics and flexibility to make decisions across programs.

Q: Former President Gary Roberts said we had \$3 – 4 M cash deficit.

A: We've not had a cash deficit during our tenure. We have cash flow issue, not cash deficit

Q: What's the projection of our cash surplus this year?

A: There are a lot of peaks and valleys. We have yet to go through the fourth quarter. Anticipate it is to be positive. Since there is a significant COVID-related expense, the surplus won't be large. It is still fluid.

Q: There are many variations of RCM used by different universities. Which RCM variation to be considered?

A: Huron is a leader in RCM and incentive-based budgeting to help large universities. We have HURON work with us on the model side.

Q: How is the Fall enrollment?

A: The data from other universities is noisy. The deposit bandwidth between the best school and the worst school) is over 100% this year. It is difficult to follow. The filing of FASTA in entire state is behind. High school counselors are behind in terms of advising students. There is no a great clarity until the summer. The discount rate will go up national-wide.

Comments:

(1) suggest to use Bradley internal expertise in RCM development.

(2) There has been no much attention to address racial equity in our curriculum. The new VP could work on that.

C. Provost and Senior Vice President for Academic Affairs Zakahi

Congratulate Coach: Andrew Eilola, Assistant coach: Tia Collins , and Bradley Speech Team for another national championship in speech and forensic. []

Congratulate Coach: Brad Eskrid and Bradley sales team for 2nd consecutive national championship in National Collegiate Sales Competition.

Congratulate Coach Andrea Gorski and Bradley women basketball team for the first appearance in NCAA tournament.

(1) HLC virtual visit (physical visit April 19 -20)

Assurance argument has been submitted. See the HLC website for information

Thank Molly Clusky, Jenny Burge for their leadership in past two years on HLC accreditation visit. Thank Steering committee, sub-committees and all who have worked on this.

Accreditation Steering Committee Members:

- Molly Cluskey, Director, Online and Distance Education
- Jenny Gruening Burge, Director of Institutional Effectiveness (Accreditation Liaison Officer)
- Jennifer Robin, Associate Dean (Subcommittee 1 Chair)
- Tony Adams, Professor, Communication (Subcommittee 2 Chair)
- Jana Hunzicker, Associate Dean (Subcommittee 3 Chair)
- Kelly McConnaughay, Senior Associate Dean (Subcommittee 4 Chair)
- Peggy Flannigan, Associate Dean for Distance Education
- Joshua Lewer, Associate Professor, Economics (Subcommittee 5 Chair)
- Andy Kindler, Registrar (Federal Compliance Chair)
- Jobie Skaggs, Associate Provost
- Jon Neidy, Assistant VP Student Affairs (Quality Initiative Chair)
- Seth Katz, Associate Professor, English (Editor)
- Lexi Lewandowski, Institutional Data Coordinator (Evidence Coordinator)

(2) Expand programs with Pearson: online programs: Psychiatric Nurse Practitioner, Geriatric Nurse Practitioner; and face-to-face program: Occupational Therapy

Comments:

The Theater department overcomes challenges and will provide a live stream show this week.

IX. Adjournment :

Adjourned at 5:00 PM

Reported by :

Yufeng Lu, Senate Secretary

invite to join Coalition on Intercollegiate Athletics (COIA)

Inbox



King, Joan M. <JKing@agcenter.lsu.edu>

Wed, Mar 31,
1:36 PM

Dear Faculty Colleagues,

As Faculty Leaders at an NCAA Division 1 Basketball institution, we hope you were able to attend the 18th annual meeting of the Coalition on Intercollegiate Athletics that was held on zoom Feb 2021. A focus of this year's meeting was Health and Safety of Student Athletes.

The Coalition on Intercollegiate Athletics is the only independent organization that is comprised of Faculty Senates/Councils who are elected by their faculty peers. More information can be found at our website thecoia.org. We would love to have your faculty senate join our organization. There are no dues.

Do faculty have a role in determining the future of intercollegiate athletics? Clearly, the answer is yes. We agree with the NCAA that the responsibility of upholding and maintaining academic integrity falls squarely to the faculty. Academic Integrity is a core belief of COIA, along with Student Athletes Are Students First, Student Athlete Welfare, Scholarship and Critical Inquiry, Diversity and Inclusiveness, Financial Responsibility, Sustainability of Intercollegiate Athletics, and Transparency and Open Dialogue.

As we are all aware, state and federal legislation on name, image, and likeness; athletes rights; sports gambling; and other issues will impact our current model for intercollegiate athletics. What will this look like? Faculty Senates/Councils should be part of this dialogue because student-athletes are students first.

As intercollegiate athletics evolves, the faculty voice is needed. We hope that you will consider joining COIA in the near future.

Please let me know if you have any questions.

Sincerely yours,

Joan

Joan M. King, Ph.D.
Professor
Chair of the Coalition on Intercollegiate Athletics

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“Leadership is based on inspiration, not domination; on cooperation, not intimidation” -

William Author Wood

"Integrity: No matter how educated, talented, rich or cool you believe you are, how you treat people ultimately tells all." -anonymous