



First Regular Meeting
2023-2024 Bradley University Senate
3:10 p.m., Thursday, September 21, 2023
Ballroom, Michel Student Center



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 and livestreamed. Thank you IT!

III. Approval of the Minutes of the Eighth Regular Meeting of the 2022-2023 University Senate, May 1, 2023; Minutes of the Special Meeting of the 2023-2024 University Senate, May 1, 2023; Minutes of the Special Meeting of the 2023-2024 University Senate, August 17, 2023.

See attached Minutes (pg 3-38, 39-41, and 42-43, respectively)

IV. Report from Student Body President Jack Batz

V. Reports from Committees

A. Curriculum and Regulations

1. Motion to Delete the ATG Accounting 3:2 Program

235102 Program deletion ATG Accounting 3:2 Program

2. Motion to change the cut score of the International Baccalaureate (IB) exam from 5 to 4.
(see attached) pg 44-45

3. Motion to increase the number of 100-level elective transfer credits granted from 4 hours to 8 hours for students with a State Seal of Biliteracy. (see attached) pg 46

B. Executive Committee

1. Motion to revise the charge and membership of the University Resources Committee.
(see attached) pg 47

C. Faculty Ombuds

1. See attached triennial report. pg 48-49

VI. Reports from Administrators

A. President Standifird

B. Provost and Senior Vice President for Academic Affairs Zakahi

VII. Old Business

VIII. New Business

IX. Adjournment



Eighth Regular Meeting Minutes
2022-2023 Bradley University Senate
3:10 p.m., Wednesday, May 3, 2023
Marty Theatre, Michel Student Center



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

The meeting started at 3:13 PM.

II. Announcements

0. The meeting is being recorded and livestreamed. Thank you, IT!
1. All continuing and new senators need to stay for the Special Meeting of the 2023-24 University Senate in order to elect the executive committee.

III. Approval of the Minutes of the Seventh Regular Meeting of the 2022-2023 University Senate, April 20, 2023

See attached Minutes

**Motion to approve the 7th regular meeting minutes from 2022-2023
Jessica Clark (motion), Twila Lukowiak (2nd)
The motion carries unanimously.**

IV. Report from Student Body President Jack Batz

Thankful for the seniors and those who served last year.
They had a Special Meeting via Zoom this morning to install everyone into their new roles.
They are looking for more Student Senators to fill the open positions.
Deans – please send Jack names of students that you think would be good for Senate.

V. Reports from Committees

A. Curriculum and Regulations

1. Curriculum Consent Items

236945	Core curriculum addition	CHM CHM 301 Societal Impacts of Chemistry
235480	Core curriculum addition	ECL ETE 306 Novice Teaching Experience Grades 1-6
235482	Core curriculum addition	IDP ETE 303 Novice Teaching Experience in K-12 Classrooms
235483	Core curriculum addition	ECL ETE 304 Early Childhood Novice Teaching Experience
235484	Core curriculum addition	ECL ETE 305 Novice Teaching Experience in a LBSI Setting
235485	Core curriculum addition	ECL ETE 307 Novice Teaching Experience in Grades 5-8
235486	Core curriculum addition	IDP ETE 308 Novice Teaching Experience in the High School
234080	Core curriculum addition	SOC SOC 240 Research Methods
229611	Core curriculum addition	CFA CFA 362 Hollywood's Greatest Cinematic Genres
228836	Core curriculum addition	PSI I S 490 Directed Study and Travel Abroad: Selected Region
228842	Core curriculum addition	PSI I S 499 Research in International Relations
220315	Core curriculum addition	BUS BUS 401 Senior Consulting Project II

236173	Course addition	ECL ENC 700 Independent Study
236176	Course addition	ECL ENC 701 Scholarly Writing Workshop
236183	Course addition	ECL ENC 702 Current Topics and Issues in Education
234945	Course addition	HIS HIS 420 Internship in Digital Humanities and Public History
234849	Course addition	ETE 362 Methods of Teaching Science 6-12
234325	Course addition	ETE 361 Methods of Teaching Mathematics 6-12
233162	Course addition	ECL ETE Methods of Teaching Social Science Grades 6-12

235586	Course modification	ATG ATG 677 Tax Research
235474	Course modification	CS CS 502 Advanced Programming
235426	Course modification	CS CS 571 Database Management Systems
235428	Course modification	CS CS 594 Capstone Project for Data Science
235427	Course modification	CS CS 572 Distributed Databases and Big Data
235430	Course modification	CS CS 563 Knowledge Discovery and Data Mining
234014	Course modification	ECL ETE 303 Novice Teaching Experience in K-12 Classrooms
234017	Course modification	ECL ETE 304 Early Childhood Novice Teaching Experience
234018	Course modification	ECL ETE 305 Novice Teaching Experience in a

		LBSI Setting
234019	Course modification	ECL ETE 306 Novice Teaching Experience Grades 1-6
234020	Course modification	ECL ETE 307 Novice Teaching Experience in Grades 5-8

236587	Course deletion	E E E E 551 Radio Frequency Circuits and Systems
236591	Course deletion	E E E E 630 Random Variables and Signals
236592	Course deletion	E E E E 631 Advanced Communication Theory
236593	Course deletion	E E E E 640 Dynamic Systems Analysis
236594	Course deletion	E E E E 642 Advanced Control Systems
236595	Course deletion	E E E E 681 Research
236596	Course deletion	E E E E 699 Thesis

No motion needed for these items. Approved unanimously.

2. Curriculum Items requiring a motion

236158	Major modification	ECL Middle School Education – English
236160	Major modification	ECL Middle School Education – Mathematics
236162	Major modification	ECL Middle School Education – Social Science
236161	Major modification	ECL Middle School Education – Science
235507	Major modification	ECL High School Education
235478	Major modification	ECL Elementary Education (ESL Endorsement)
235487	Major modification	ECL Early Childhood Education (ECL Endorsement)
235488	Major modification	ECL Learning Behavior Specialist 1
235190	Major modification	I M Game Design

236762	Program modification	E E Master of Science in Electrical Engineering

234974	Concentration addition	HIS Digital Humanities and Public History
234811	Concentration addition	HIS Difference, Identity and Power

235476	Minor Modification	CS Computer Science and Information Systems

**Motion to approve the addition and modifications.
Twila Lukowiak (motion), Wendy Schweigert (2nd)
The motion carries unanimously.**

3. Motion to change Faculty Handbook language regarding membership and chair of Subcommittee on Regulations and Degree Requirements as indicated below in red.

Section I.E.Article V-Committees, 3.The Committee on Curriculum & Regulations

5. The Subcommittee on Regulations and Degree Requirements
 - a. The function of the Subcommittee on Regulations and Degree Requirements shall be:
 - 1) To review periodically, making recommendations to the Committee on Curriculum and Regulations when appropriate;
 - a) The areas described in the University Catalog in the section on Academic Regulations;
 - 2) To construct and propose the academic calendar.
 - 3) To review the qualifications of nominees for honorary degrees and submit recommendations to the President of the University and to the Board of Trustees for approval.
 - b. The Subcommittee on Regulations and Degree Requirements shall consist of the following:
 - 1) The Registrar (**ex-officio member**)
 - 2) One dean selected by the Committee on Curriculum and Regulations for a term of **five three** years.
 - 3) One faculty member from each of the colleges to serve terms of **five three** years. The terms should be staggered to ensure continuity on the committee.
 - 4) The faculty members on the committee shall be appointed by the dean of the college in consultation with the executive committee of the college.
 - c. **The committee shall be permanently co-chaired by the Registrar. Additionally, a co-chair shall be elected by and from the committee at large, who shall serve for a three-year term.**

**Motion proposed at the prior meeting on April 20, 2023.
The motion carries unanimously.**

4. Motion to approve changes to the Latin Honors policy as highlighted below

Latin Honors

Cum Laude, Magna Cum Laude, Summa Cum Laude

~~By commencement honors,~~ Bradley University recognizes a **graduating, undergraduate** student's superior scholastic achievement **through the awarding of Latin Honors**. Evidence of achievement is shown by the student's grade point average (GPA). ~~To be awarded special honors at Commencement, a student must have earned or be registered for a minimum of 60 semester hours in residence at Bradley University.~~ A student will be awarded ~~Commencement~~ **Latin** Honors according to the following standard:

- 3.40-3.59 Cum Laude
- 3.60-3.79 Magna Cum Laude
- 3.80-4.00 Summa Cum Laude

For recognition at Honors Day and at Commencement, the computation of the **Latin** Honors designation earned by GPA shall be made on the basis of cumulative GPA and hours completed at the end of the semester/**term** immediately preceding graduation (normally after seven semesters of work).

The computation of the GPA for **Latin** Honors designation on the student's permanent record and diploma shall be made on the basis of all work completed at Bradley University at the time of graduation. **Note that Latin Honors awarded for recognition at Commencement may not be the same as final earned Latin Honors.**

Students who have successfully completed the requirements of the University Honors Program will be recognized for this achievement by a separate certificate.

No motion needed to approve these additions and modifications as it comes out of the C&R Committee.

The motion carries unanimously.

B. Executive Committee

1. Motion to change Section I.E.V.4.2, page 21, the statement on the membership of the Senate Committee on elections as indicated below.

2. The Committee on Elections shall consist of ~~four~~ **three** Senators serving staggered terms of two years. New members, including the Chairperson, shall be recommended from the membership of the new Senate by the Executive Committee of the prior Senate, for approval at the May meeting.

Motion came from executive council at the prior meeting on April 20, 2023.

The motion carries unanimously.

2. Motion to remove the Non-smoking Policy, Article V. Part A. page 182, from the Faculty Handbook.

Current language:

V.A. Non-Smoking Policy

Because of its concern for the comfort, safety, and well-being of its employees and students, Bradley University has chosen to become a smoke-free environment. Effective May 17, 1993 the following non-smoking policy will be in place:

1. There shall be no smoking in any building (except the residence halls) owned, leased, or directly managed for the conduct of education or business by Bradley University. There shall be no smoking in any corridor, lobby, rest room, classroom, private office, waiting area, cafeteria, meeting room, or in any vehicle owned by the University.
2. Conference Facilities which are leased by the public may be considered smoking or non-smoking for the event only. The conference facilities director shall encourage the lessee to opt for nonsmoking.
3. Academic and business administrators shall be responsible for ensuring that the nonsmoking policy is upheld in their individual colleges, departments, and offices.

Motion came from executive council at the prior meeting on April 20, 2023.

The motion carries unanimously.

3. Motion to replace Article V. Part B. page 182, with the statement indicated below.

Current language:

B. Compliance with Laws

Bradley University and its operations are subject to numerous federal, state, and local laws and regulations. Examples include the Americans with Disabilities Act, the Clery Act, the federal Common Rule on Human Subject Research, the Copyright Act, the Drug-Free School and Communities Act of 1989, the Family Educational Rights and Privacy Act, the Illinois Human Rights Act, Titles VI and VII of the Civil Rights Act of 1964, and Title IX of the Education Amendments of 1972. As a matter of policy, all Bradley employees are expected to comply with the laws and regulations that apply to its operations.

In compliance with the Drug-Free School and Communities Act of 1989, Bradley University recognizes that an academic community can be harmed in many ways by the abuse of alcohol and the use of other drugs. Problems associated with illicit use and abuse of substances harm the University and the community at large.

Bradley University promotes an environment that reinforces healthy, responsible living, respect for community laws, campus standards and regulations; the individual's responsibility within the community; and the intellectual, social, emotional, spiritual or ethical, and physical well-being of its community members.

As appropriate, all Bradley University employees will be informed of the University policy on a drug-free campus.

Replace with the statement:

~~Employees of Bradley University are obligated to observe all applicable federal, state, and local laws and regulations.~~

(motion was amended at the last meeting to strike this language)

Motion proposed at the prior meeting on April 20, 2023.

The motion carries unanimously.

C. Report from the University Resource Committee

See attached report, presented by Aaron Buchko.

D. Annual committee reports for the following committees attached.

Academic Review Board
Continuing Education
Contractual Arrangements
Curriculum and Regulations
Elections Committee
Faculty Grievance

International Initiatives
Sabbatical Leave
Student Grievance
Tenure Promotion Dismissal
University Resources Committee

VI. Reports from Administrators

A. President Standifird

Thank you to the URC for this report and information.

First issue – bomb threat

- The highest priority was the safety of people as the situation unfolded.
- Thank you to our campus and city police.
- Stats: 30 officers on site and 2 bomb sniffing dogs.
- There is an ongoing investigation. The person said that they were inside the building with hostages, and this complicated what we could say at the time.
- However, the communication could have gone better and so there are a number of things that have been put in place already: 1) BU ForeWarn did not work as we would have liked so it will be moved to the marketing and communication office to send out the alerts, 2) Not everyone is logged into the BU ForeWarn system so we will have the new hire training process actually walk the new hires through this process to ensure that everyone enrolls, 3) looking for ways to make the wording better and streamlined in the BU ForeWarn system because the wording was more like law-enforcement language.

Second issue – negotiation with the Teamsters: still on-going, both parties are negotiating in good faith, and despite rumors a strike is not imminent.

Third issue – CFO departure: This is a personnel issue that he cannot and will not talk about. However, we are in an active conversation with an interim CFO candidate.

There will not be any financial numbers provided today, and there is reluctance to do so until an interim CFO is in place.

Key factor in next years' budget is enrollment, but the numbers are not ready to be shared yet. When I have data that I feel confident in, I will share it.

The numbers will be down. We are expecting a deficit this year and the number will likely be larger next year.

I have been overly optimistic. I still remain optimistic about Bradley's future given the underlying strengths of the University. The University is not yet in a stressed position, and we are still in a financial position to be able to respond to the challenges. The data tells us that we must be responsive, and we will do this in a collaborative environment with senate.

B. Provost and Senior Vice President for Academic Affairs Zakahi

No report.

VII. Old Business

VIII. New Business

IX. Adjournment

Meeting ended at 4:48 PM.



Teresa Drake <tdrake@fsmail.bradley.edu>

ARB annual committee report for senate

Kevin Swafford <swafford@fsmail.bradley.edu>
To: Teresa Drake <tdrake@fsmail.bradley.edu>

Mon, May 1, 2023 at 9:40 AM

Dear Teresa:

Here is a brief report on the work of the Academic Review Board.

The Academic did not meet face-to-face at any point during the 2022-2023 academic year. However, we were once again quite busy. During the past year, the ARB received 50 petitions (with three currently in progress):

--21 petitions for residency waivers (24 of last 30 hours in residence): 19 approved, 2 pending;

--6 petitions for Jr/Sr hour waivers (graduate with fewer than 40 Jr/Sr hours): 5 approved, 1 denied;

--23 reinstatement petitions -- 13 approved (2 provisionally, 1 delayed): 9 denied, 1 pending.

Best, Kevin

[Quoted text hidden]

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Kevin Swafford, Ph.D.
Professor of English
Coordinator of Graduate Studies in English
Chair, Academic Review Board
Bradley University

309-677-2451



Date: April 28, 2023

To: Teresa Drake, President
University Senate

From: Michelle Riggio Rarick, Executive Director
Continuing Education

Re: Senate Committee on Continuing Education

The University Senate Committee on Continuing Education met on February 20, 2023.

Committee members were informed of the division's move from its building on the corner of University and Main to the Business and Engineering Convergence Center's RLI Suite.

Members were also updated on the IT Workforce Accelerator Project, which was awarded a \$14 million federal Good Jobs Challenge grant in August 2022. The project, developed by consortium of Bradley University, Illinois Central College, and Eureka College, was one of only 32 awardees nationwide, and aims to create a sustainable workforce ecosystem in Central Illinois by providing free training to credential and place over 1,000 learners in high quality IT jobs over the next three years.

Bradley's share of the grant is \$1.9 million, and will be used to provide non-credit credentials in healthcare IT, computer programming, and youth talent pipeline programs. Throughout the first year of the grant (September 2022 – August 2023), Continuing Education is focused on building programmatic systems, infrastructure, and capacity for its curriculum responsibilities.

In addition, committee members discussed the feasibility of Adulting 101 community workshops to help demystify the reality of becoming an adult with life skills and tools for independence, and the creation of a Midlife Career Transition Program as an offshoot of the Osher Lifelong Learning Institute. The committee will continue to benchmark similar programs across the nation.

To: Teresa Drake, President of the University Senate
From: Committee on Contractual Arrangements
Kristi McQuade, Chair; Dayna Fico; Elena Gabor;
Dennis Koch; Tanya Marcum; Anna Ullmann
Re: Annual Report (2022-23 academic year)
Date: April 27, 2023

The Committee met five times during the 2022-23 academic year to work on the following projects.

- 1. Provide feedback on changes to health benefits** – Complete - The Committee held a joint meeting with the Staff Council in August to hear a presentation by Crystal Elliott outlining changes to employee health benefits for 2022-2023.
- 2. Provide feedback on changes to 403(b) retirement investments** – Complete - The Committee held a joint meeting with the Staff Council and Senate Executive Committee in February to hear a presentation from the University 403(b) Investment Committee outlining changes to proposed retirement investments to be implemented in the Fall 2023.
- 3. Consider Whether Current Tuition Remission Policies are Fair and Equitable** – In Progress - The Committee was tasked in 2021-22 with evaluating whether the current policies on tuition remission benefits are fair and equitable. As a first step, we have met with representatives from Student Financial Services to try to understand current issues with administration of this benefit. We are in the initial stages of working with members of Staff Council to identify ways to improve communication of the policy details and administration of the policy as well as to collect data on similar policies at peer institutions.
- 4. Faculty Compensation** - In Progress - The Committee was asked in 2020-21 to develop handbook language regarding chair compensation. Our initial discussions on this led to the conclusion that we would need additional information from the Provost's office to be able to draft appropriate language. We decided to incorporate this inquiry into a larger project focused on collecting a more comprehensive set of data related to faculty compensation. In October 2022, we contacted the Provost's office requesting the information listed below. The Provost's office has indicated they are working on collecting the requested data.

Salary increases related to promotion:

- 1. What are the current salary increases associated with promotion to Associate and Full Professor?*
- 2. When were they last increased?*
- 3. Do the salary increases for promotion to Associate and Full Professor differ among colleges? If yes, please describe the differences and explain the reasoning behind them.*
- 4. Are salary increases for promotion negotiable? If so, what is the negotiation process?*
- 5. What were average salaries of the different ranks, by college, in 2017-18, and what are they now, in 2022-23?*

Affiliate (adjunct) pay:

- 1. What is the current affiliate pay rate per credit hour? Per course?*
- 2. Does affiliate pay differ among colleges? If so, how?*
- 3. What percentage of freshman courses are covered by affiliate instructors?*
- 4. What percentage of BCC courses are covered by affiliate instructors?*

Compensation for department chairs:

- 1. What is the policy for compensating department chairs? Please address course release policies, academic year supplemental pay, and extra compensation for summer work or any other duties.*
- 2. How does the actual implementation of these compensation policies for department chairs vary by college?*

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.

Curriculum and Regulations Report: 2022-23 Academic Year

C&R's voting membership consists of:

- Provost Zakahi
- Register Andy Kindler
- Deans Molly Gribb, Jeff Huberman, Jessica Clark, and Dan Moon
- Faculty Representatives are:
 - John Nielsen
 - Naomi Stover
 - Chad Lowell
 - Jeff Bakken
 - Matt McGowan
 - And Jing Wang

Non-voting attendees are:

- Rachel Vollmer who attends as chair of the Subcommittee on Curriculum – known as Sub C
- Jobie Skaggs who attends as chair of the Graduate Executive Committee
- Rob Prescott who attends as chair of the Subcommittee on the Core Committee – known as the Bradley Core Committee
- Andy Kindler and Jessica Clark co-chair the Committee on Regulations and Degree Requirements, known as RDR
- Teresa Drake, University Senate President, also attends frequently

The committee is chaired by Wendy Schweigert

During the 2022-23 Academic year, C&R met 7 times.

Our meetings involve decisions related to the Addition, Modification, and Deletion of Undergraduate Courses, Concentrations, Programs, Minors, and Majors; the Addition, Modification and Deletion of Graduate Courses, Programs and Certificates; and Additions of Courses to the BCC.

Following that, the committee addresses issues considered by RDR and issues brought to us from other people or offices that are relevant to Curriculum or Regulations.

During this academic year, from Sub C:

- C&R approved 36 new undergraduate courses, the modification of 141 undergraduate courses, and the deletion of 23 undergraduate courses.
- C&R also approved the addition of 1 Concentrations, 1 Minor, and 11 Majors
- We approved the modification of 2 Concentrations, 1 Program, 11 Minors, and 29 Majors
- We approved the deletion of 1 Major

From the Graduate Executive Committee

- C&R approved the addition of 41 courses, the deletion of 20 courses, and the modification of 83 courses.
- In addition, we approved the addition of 3 programs and 1 certificate and the modification of 7 programs and 5 certificates.

Finally, for the BCC

- we approved the addition of 39 courses

Issues that were addressed were:

- The online course initiative with a recommendation to the Senate Executive Committee that the Contractual Arrangements Committee develop and propose a policy on online course ownership.
- Compliance with new HLC policy on publication of the acceptance of transfer credits. C&R created a subcommittee to review the transfer policy and will submit a report on findings and recommendations to RDR. After review and approval by RDR, the report and recommendations will be reviewed for approval by C&R for submission to Senate if approved.
- The Proof of English Proficiency policy was reviewed and sent to Senate where it was approved.
- The 2026-27 academic calendar is still under review by C&R
- A proposed revision to the Handbook language regarding the chair selection for RDR was reviewed and approved and has been sent to Senate.
- The present plagiarism policy was discussed. RDR will be asked to review the present policy and propose a new policy if deemed appropriate. The issue of plagiarism is more complex than might be thought at first so a working group consisting of members of C&R, RDR, Jim Ryan from the International Trade Center, and, hopefully, the new Student Body President will craft the charge for RDR. Expectation is that RDR will be charged with this effort at the very beginning of Fall 23.

Senate Elections Committee
Annual Report – Academic Year 2022-2023

01 May 2023

To: Teresa Drake, President, University Senate
From: Tom Carty (chair), Megan Rimmel, Eden Blair, Brent Wiley
Re: Annual Report for the Elections Committee

Dear Professor Drake,

During the 2022–2023 Academic Year, the Senate Elections Committee held elections. Elections are now completed and the results are in the attached supporting document.

Sincerely,

Tom Carty, chair of the Senate Elections Committee

Senate Elections Committee
Election Results – Academic Year 2022-2023

1. **contractual arrangements committee**

- Melissa Franzen

2. **faculty grievance committee**

- Jeries Abou-Hanna
- Kevin Swafford
- Udo Schnupf

3. **tenure, promotion, and dismissal committee**

- Melvy Portocarrero
- Matthew O'Brien
- Ahmad Fakheri (alternate)

4. **strategic planning committee**

- Sherri Morris (LAS: 2026)
- vacant (FCB: 2025)
- Karl Jung (EHS: 2025)
- John Yoo (CCET: 2026)

TO: Dr. Teresa Drake, President Bradley University Senate

FROM: Dr. Alexander Hertich, Chair Faculty Grievance Committee

DATE: 4/28/23

RE: Faculty Grievance Committee Annual Report

The Faculty Grievance Committee (Drs. Alexander Hertich (chair), Carmen Keist, Michael Lang, Twila Lukowiak, Iqbal Shareef) is currently working on two grievance cases. Over the course of the 2022-23 academic year, in addition to asynchronous work over email and Google Docs, smaller meetings between various Committee members and members of the Bradley community, the Committee has met via Zoom 18 times thus far to review the petitions at hand.

SENATE STANDING COMMITTEE ON INTERNATIONAL INITIATIVES
Report to the University Senate
Submitted on May 1, 2023

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 BUSP Goal #2, Objective 4:

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

The Committee began meeting during the Fall 2019 semester. Building on last year's activities, it continued an active schedule during the 2022-23 academic year.

AY 2022-23 ACTIVITIES

- For the Fall 2022 semester, our priorities were:
 - Begin the process of creating a form to be used when a member of the Bradley community wants to propose a new international partnership.
 - Continue to monitor progress of the updated English proficiency requirements for international students submitted to the Senate in late Spring 2022 semester.
 - Begin discussions with enrollment management of their strategy to increase international students attending Bradley.
 - Confirm a representative on the committee from the Office of Inclusive Excellence.
 - Begin discussions on how to leverage faculty and staff in the Bradley community with significant international experiences, such as those that have come to Bradley having previously lived outside the U.S.
 - Continue to monitor Bradley's application to add non-degree seeking students to our F-1 Visa program given the elimination of our J-1 Visa program in January 2022.
- For the Spring 2023 semester, our priorities were:
 - Finalize the international partnership proposal form and document the procedures for routing and approving such partnerships including the specific role of this committee.
 - Continue work on the English proficiency recommendations.
 - Make recommendations to Senate on changes to the committee membership structure.

Outcomes and Progress on our Goals

International Tuition Exchange Agreements and Other International Partnerships

- The committee spend a considerable amount of time on this initiative and we are pleased to report that the form is now completed and approved by the Provost and Dr. Jones. The form is uploaded to the Global Bradley website and the Provost website. We also documented the routing process and posted it online. The goal of the form is to help the proposer work through all the relevant issues when making international partnership recommendations. Key decisions taken by the committee in consultation with other units:
 - OGSi will provide guidance in completing the form.
 - The Office of Education Abroad must be consulted if the partnership will include sending Bradley students to the partnering institution. The goal is to ensure Bradley students will have a positive, safe, and supportive experience. If appropriate, the Director of the Office

of Education Abroad can indicate the partnering institution is not adequately positioned to support Bradley students, and the proposal would not move forward without addressing those issues.

- The role of the Senate Standing Committee on International Initiatives is to make recommendations to the Provost to approve or not approve the proposal.

Recommendations to Modify the English Proficiency Admissions Requirements

- In the Fall of 2022, our recommendations were approved by the Subcommittee on Regulations and Degree Requirements and subsequently by Curriculum and Regulations. Prior to sending to the full Senate, the question arose as to why have a list of countries under which applicants can request a waiver if they still have to provide transcripts evidencing that the primary mode of instruction was English. The committee and enrollment management agreed and removed the list with the updated waiver wording to: “*Applicants that graduated from a high school where the primary mode of instruction was English. Transcripts from the secondary institution must be provided for verification.*” That final version was re-routed and ultimately accepted by Senate at the April meeting. Enrollment management recently commented they believe it is already having a positive impact on international applications. Final version is in Appendix 3.

Discussions with Enrollment Management: International Student Recruitment Strategy

- The committee invited a presentation by Dr. Justin Ball on their strategy to increase international students at the university. It was a very productive discussion including updates on a new partnership with Gary Bergman, President of University Study. Gary was previously the director of Bradley’s Enrollment Management and now manages a successful international student placement company. We see this as a very positive initiative and emphasized we believe focusing on undergraduate international recruitment is critical. Based on recent conversations with Enrollment Management, we believe that emphasis is being made.

Representation from the Office of Inclusive Excellence

- We are pleased to confirm that Dr. Warren Anderson has joined our committee and has been participating in meetings starting with the Spring semester.

Leveraging Faculty and Staff with International Backgrounds

- Dr. Grace Wang brought forward to the committee the suggestion we identify faculty and staff with international backgrounds and leverage their experiences, contacts, and knowledge to support international initiatives. It was agreed Dr. Wang and other committee members would hold a Fall Forum workshop to discuss this concept. A proposal will be made to CTEL this summer.

F-1 Non-Degree Seeking Students Visa Status

- In late April 2023, Bradley’s application to issue visas to non-degree seeking students under our F-1 program was approved. The timing was important as we anticipate three students for Fall 2023 from tuition exchange partners. Without this approval, Bradley would have incurred considerable costs to have a J-1 visa issued by a third-party. Moving forward, we will admit inbound tuition exchange international students under our F-1 program.

RECOMMENDATIONS

Recommendations to Senate on Changes to the Committee Membership Structure

1. The current membership structure is provided in Appendix 2. There have been changes in various units that requires modification to the current structure. Since 2019:
 - a. The Office of Global Studies and Initiatives (OGSI) was created.
 - b. The position Assistant Director of International Student Engagement and Residential Life was created.
 - c. International recruitment was moved from the Graduate School to Enrollment Management adding the position of Assistant Director, International Recruitment Manager.

Based on the above changes, and after discussions with the VPs of the involved units, we will be requesting from Senate in the Fall changes to the current structure to accommodate the above. Specifically, we'll add the OGSI Faculty Director as an Ex-officio member; and rather than specify positions from Enrollment Management and Residential Life, we will indicate that representatives will be appointed by the respective VPs.

APPENDIX 1

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 2
Senate Standing Committee on International Initiatives
 Membership – Spring 2023

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
2. Slane College of Communication and Fine Arts	Grace Wang
3. College of Education and Health Sciences	Cecile Arquette
4. College of Engineering and Technology	Kris Maillacheruvu
5. College of Liberal Arts and Sciences	Isaac Oliver

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
2. International Studies	Deborah Kessler
3. World Languages and Cultures	Melvy Portocarrero

c) Ex-officio members:

1. The Director of Education Abroad	Christine Blouch
2. Director of Graduate and International Admission	Currently represented by Maci Murray, Assistant Director, International Recruitment Manager
3. The Assistant Director of International Student Services	Alyssa Braun
4. Vice President for Diversity, Equity and Inclusion	Warren Anderson
5. The Executive Director for the Center for Teaching Excellence and Learning (CTEL)	Tim Koeltzow

d) Other committee member:

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

e) The Chairperson will be elected from the committee membership: **Jim Foley**

APPENDIX 3
Senate Standing Committee on International Initiatives

Proof of English Proficiency – Proposed Standard March 2022 (Updated March 2023) Approved by Senate April 20, 2023

UNDERGRADUATE

Proof of English Proficiency

Non-US citizens, with the exception of Legal Permanent Residents, are required to show proof of English language proficiency. Acceptable exams and minimum scores are listed below:

TOEFL iBT minimum 79 (paper-based minimum 550)

IELTS minimum 6.5 overall band

PTE Academic minimum 56

E3PT minimum 68

ACT minimum 19 on English exam

SAT minimum 1000 combined score

Cambridge English C2, C1, or B2 (minimum 176)

GCSE or IGCSE minimum A in A Levels English

Bradley's institutional code for score reporting is 1070. All scores should be sent directly to Bradley University. Graduate and International Admission does not accept language certificates; letters from counselors, advisors, or professors; or other assessments not listed above as proof of English language proficiency.

English Proficiency Waiver

Applicants who are eligible for a waiver of English language proficiency must meet one of the following requirements:

1. Applicants that graduated from a high school where the primary mode of instruction was English. Transcripts from the secondary institution must be provided for verification.
2. One year of full-time study or more at a secondary institution located in the U.S. within the last 4 years. Transcript and proof that academic courses were taught in English must be provided for verification.

3. Two years or more of continuous full-time work experience in the U.S. within the last 4 years. A current resume and an employment letter on company letterhead stating the dates of employment for verification.

GRADUATE

English Language Proficiency (all non-U.S. citizens or Permanent Residents)

Applicants who are not U.S. citizens, with the exception of Legal Permanent Residents, are required to provide proof of English language proficiency. Acceptable exams and minimum scores are listed below:

TOEFL iBT minimum 79 (paper-based minimum 550)

IELTS minimum 6.5 overall band

PTE Academic minimum 56

E3PT minimum 68

Bradley's institutional code for score reporting is 1070. All scores should be sent directly to Bradley University. Graduate and International Admission does not accept language certificates; letters from counselors, advisors, or professors; or other assessments not listed above as proof of English language proficiency.

English Proficiency Waiver

Applicants who are eligible for a waiver of English language proficiency must meet one of the following requirements:

1. Applicants that graduated from a high school where the primary mode of instruction was English. Transcripts from the secondary institution must be provided for verification.
2. One year of full-time study or more at post-secondary institution located in the U.S. within the last 4 years. Transcript and proof that academic courses were taught in English must be provided for verification.
3. Two years or more of continuous full-time work experience in the U.S. within the last 4 years. A current resume and an employment letter on company letterhead stating the dates of employment for verification.



Teresa Drake <tdrake@fsmail.bradley.edu>

sabbatical leave annual committee report to senate

Aleksander Malinowski <olekmali@fsmail.bradley.edu>

Thu, Apr 27, 2023 at 3:40 PM

To: Teresa Drake <tdrake@fsmail.bradley.edu>

Cc: Mathew Timm <mtimm@fsmail.bradley.edu>, Tony Adams <tadams@fsmail.bradley.edu>

Dear Teresa,

The University Sabbatical Leave Committee received 20 sabbatical applications for the 2022-23 academic year. We found all of them to be meritorious and ranked them according to the suggested priority level in case not all of them can be granted. We submitted our recommendations to Provost Zakahi on November 4, 2022. Per Swords Hall request we resent it to M. Zuecrcher on November 21. I left out the confidential data from the attached report that was originally sent to Provost Zakhari. We meet again in Fall 2023 to review sabbatical applications for the 2024-25 academic year.

[Quoted text hidden]



SB_recommendation_letter.pdf

27K

TO: Dr. Teresa Drake, President Bradley University Senate
FROM: Dr. Twila Lukowiak, Student Grievance Committee Member
DATE: 4/27/23
RE: Student Grievance Committee Annual Report

During the course of the 2022-23 academic year, the Student Grievance Committee (Drs. Chad Clark, Heather Longfellow, Twila Lukowiak, Kevin Swafford, and Jing Wang) were not presented with any student grievance cases to resolve. Therefore, we did not meet as a committee. We look forward to serving the University as a committee if the need arises.

Teresa Drake <tdrake@fsmail.bradley.edu>

TPD Annual Report

Jen Jost <jjost@fsmail.bradley.edu>

Tue, May 2, 2023 at 9:24 PM

To: Teresa Drake <tdrake@fsmail.bradley.edu>

Hi Teresa,

Here's our annual report. Please let me know if you have any questions or would like more details for any of the information included.

Thanks!

Jen

The Tenure, Promotion, and Dismissal committee consisted of Amy Bacon, Jeff Bakken, Lane Beckes, Tom Carty (Alternate), Jim Courtad (Alternate), Jen Jost (Chair), and Juan Rios Vega (Sabbatical SP23).

The committee met five times in FA22 and 6 times in SP23.

There were no active cases assigned to the committee.

The committee worked to revise the faculty handbook language pertaining to Extending the Probationary Period. Using the Faculty Gender Equity Initiatives Report as a guideline, we drafted substantial changes to the policy. After several rounds of discussion and revision, both on the Senate floor and with the help of the Handbook Rewrite Committee, revised language was accepted at the last senate meeting on April 20.

Jennifer Jost, Ph.D.

Associate Chair and Associate Professor, Biology

Honors Program, Assistant Director

Bradley University

[1501 W. Bradley Ave](#)

[Peoria, IL 61625](#)

Phone: 309.677.3013

Fax: 309.677.3558

Office: Olin Hall, Room 113



Report of the University Resource Committee

Prepared for the Bradley University Senate
3 May 2023
Aaron Buchho, Chair
Michelle Fry
Ryan Schmidgall
Iqbal Shareef

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

The Situation:

Who are we going to be?

- ***Is Bradley a private institution of higher education that competes on differentiation based on the quality of the educational experience***
- or***
- ***A state institution of higher education that competes on the basis of price?***

4

Strategic Positioning

Where is Bradley?

The matrix plots various universities based on two axes:

- Y-axis: Scope of Market Coverage** (Broad at top, Narrow at bottom)
- X-axis: Source of Competitive Advantage** (Low Cost on left, Differentiation on right)

Bradley University is highlighted with a red circle in the center, indicating a balanced position between broad and narrow market coverage, and between low cost and differentiation. Other universities are scattered in the four quadrants, such as DeVry University (Broad/Differentiation) and Southern Illinois University (Broad/Low Cost).

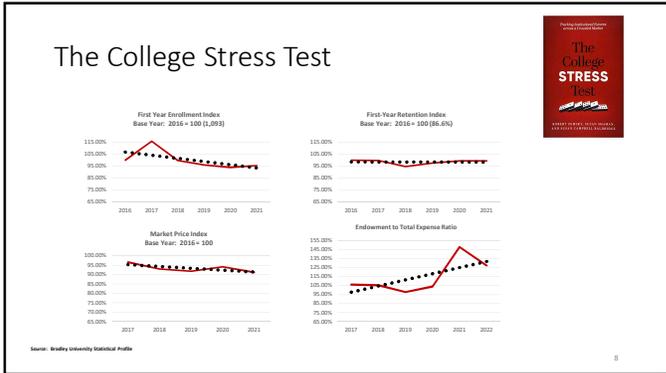
5

Risk

6

The College Stress Test

- Empirical Data Base (IPEDS)
- Predicting Financial Stress - Risk
- Broken out by College type
- Private 4 Year Not For Profit - 4 Key Measures:
 - First-Year Enrollment Index
 - First-Year Retention Index
 - Market Price Index
 - Endowment to Total Expense Ratio



The College Stress Test

- Bradley is NOT in a stressed condition
- At the present time, Bradley is not in imminent danger of an Alert or a Warning
- Trend lines for Enrollment, Retention, and Market Price indices are problematic
- If the Enrollment trend continues, we may be in the Alert/Warning state in the next 3 to 5 years.

Financial Performance Update

Historical Financial Performance

Change in Net Assets from Operations

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

Year	Gross Tuition less Discounts Net Tuition Revenue	Includes Auxiliary, Fees, Unrestricted Funds, Contributions, Miscellaneous Total Operating Revenue	Instructional, Student Services, General Administrative, etc. Total Operating Expenditures	Gain or (Loss) from Core Operations Change in Net Assets from Operating Activities
2018	\$102,334	\$152,999	\$156,613	(\$3,616)
2019	\$101,815	\$157,660	\$158,017	(\$357)
2020	\$101,482	\$163,840	\$154,131	\$9,709
2021	\$ 98,679	\$147,355	\$145,364	\$1,991*
2022	\$ 91,328	\$160,882	\$151,102	\$9,780**

* Source: Bradley University Audited Financials: Change in Net Assets from Operations
 ** Includes \$4M+ from HEERF/CARES Act funding; actual operating loss \$2M
 *** Includes \$5M+ from HEERF/CARES act funding

Net Tuition Revenue

- In 2018, Net Tuition Revenue was \$102.3 million; in 2022, Net tuition revenue was \$91.3 million, a decrease of \$11 million.

WHY?

- Simple Answer:
 - Either Volume (the number of students; enrollment & retention) was too low, or
 - Price realization was not adequate
 ...or some combination of these 2.

Revenues

As a tuition-driven private institution, Bradley is sensitive to declines in revenue.

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Why?

- Volume: Enrollment trends are below capacity
- Price: Tuition rates continue to lag the market
- Price: Discount rates have continued to increase
- Loss: Retention rates reduce income
- Loss: Unrestricted Giving has continued to decline

Analysis by the URC indicates that there are 5 major issues that need to be discussed.

14

Volume: Enrollment Trends

Bradley enrollment trend compared with 4 year private nonprofit universities

Bradley enrollment has declined steadily compared to other private universities.

Undergraduate Enrollment Change between 1996 and 2022

https://nces.ed.gov/ipeds/data/ipeds_tables/1121_303.70.asp
Currently only available until 2020

15

Bradley enrollment trends 1993 – 2022 by location

Enrollment by Location - 1993 - 2022

Bradley has become increasingly reliant on the Chicago metro area.

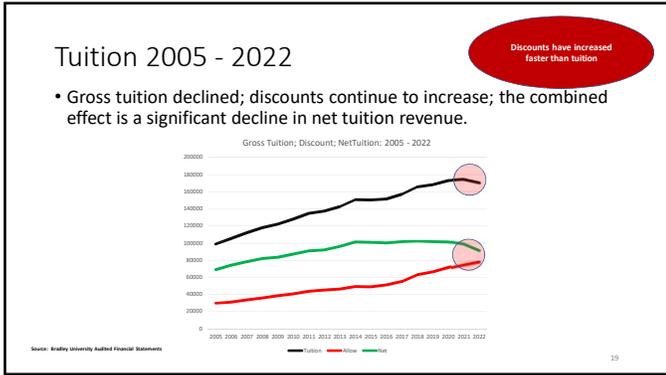
Source: Bradley Statistical Profiles 1993, 2003, 2013, 2022

16

Price: Tuition & Discounting

Price is stated tuition less discounts.

18



Recommendation:

There has to be a focus on recruiting, admissions, and enrollment, and pricing action is essential.

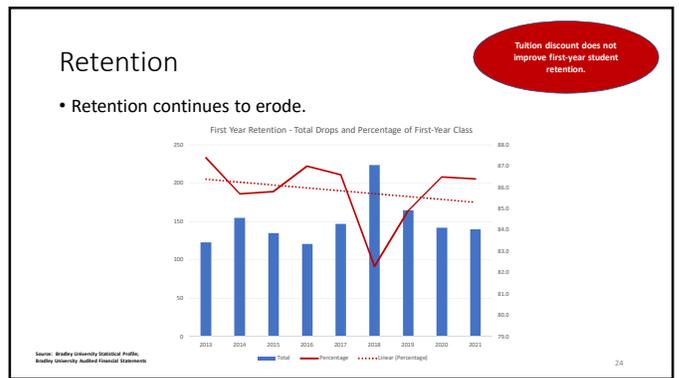
- The URC recommends that the University engage in a systematic analysis of its practices as regards discounting and tuition discounts. Under the current system, Enrollment Management is accountable for securing a desired number of incoming first-year students. This is supported by the Financial Aid office, but neither group is accountable (at the present time) for the overall budgeted Tuition Revenue. Discounts are established through discussions with senior leadership. The best way to focus attention on the proper metrics is to hold the Office of Enrollment Management (including Financial Aid) accountable for securing the budgeted Tuition Revenue on an annual basis.

22

Once students commit to Bradley, do we keep them?

Loss: Retention

23



Retention

- Retention loss is approximately \$8 to \$10 million in annual revenue.

The cumulative financial impact of retention on tuition revenue is highly significant.

Cumulative Annual Effect of Retention on Net Tuition (Lost Revenue Dollars)

Year	Year 1	Year 2	Year 3
2017	~200,000	~300,000	~100,000
2018	~400,000	~100,000	~400,000
2019	~300,000	~200,000	~500,000
2020	~300,000	~200,000	~500,000
2021	~300,000	~200,000	~300,000

Source: Bradley University Statistical Profile, Bradley University Audited Financial Statements

25

Annual unrestricted gifts are another potential course of revenue for the University.

Loss: Unrestricted Gifts

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Giving

- Contributions to the University have shown a negative trend.

The University continues to see annual giving trend downward.

Total Contributions

Year	Actual	3 per. Mov. Avg. (Actual)
2005	~12,000	~12,000
2006	~15,000	~15,000
2007	~20,000	~20,000
2008	~28,000	~20,000
2009	~12,000	~15,000
2010	~10,000	~12,000
2011	~12,000	~10,000
2012	~8,000	~10,000
2013	~10,000	~10,000
2014	~15,000	~10,000
2015	~8,000	~10,000
2016	~10,000	~10,000
2017	~5,000	~10,000
2018	~10,000	~10,000
2019	~8,000	~10,000
2020	~12,000	~10,000
2021	~5,000	~10,000
2022	~10,000	~10,000

Source: Bradley University Audited Financial Statements

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Unrestricted Giving

- Unrestricted contributions continue to be an issue.

The University has fewer unrestricted resources coming from donors than in the past.

Unrestricted Contributions

Year	Actual	3 per. Mov. Avg. (Actual)
2005	~6,000	~6,000
2006	~3,500	~3,500
2007	~4,000	~4,000
2008	~4,000	~4,000
2009	~2,000	~3,000
2010	~1,500	~2,500
2011	~3,000	~2,000
2012	~1,500	~2,000
2013	~1,000	~1,500
2014	~1,500	~1,500
2015	~1,500	~1,500
2016	~1,500	~1,500
2017	~1,500	~1,500
2018	~1,500	~1,500
2019	~1,500	~1,500
2020	~1,500	~1,500
2021	~1,500	~1,500
2022	~1,000	~1,500

Source: Bradley University Audited Financial Statements

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Recommendation:

Establish clear priorities to improve fund development effectiveness and efficiency.

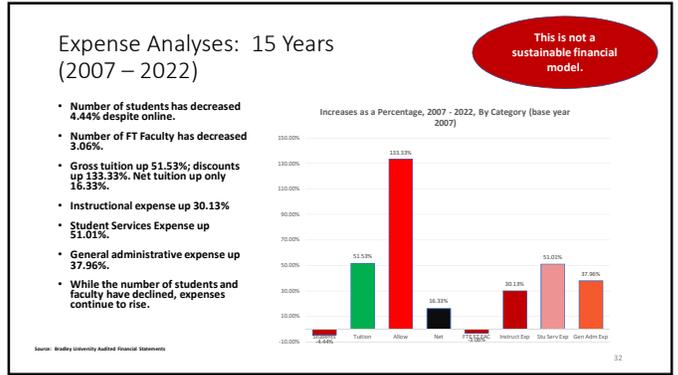
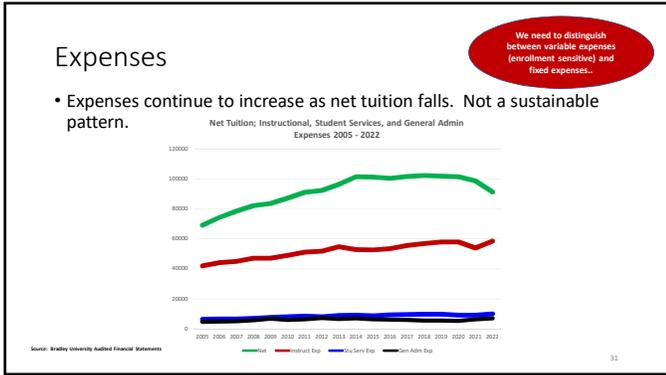
- The URC recommends that the University establish clear, measurable objectives for Annual Giving and for Total Giving. The objectives should be structured to move the University from the trend of long-term decline in giving to positive growth in fund development, providing the University with necessary funds for operations as well as for major programs. Accountability for meeting these objectives should be assigned to the Advancement and Development offices.

29

Expense control is essential.

Expenses

30



Historical Financial Performance

Change in Expenses: 5 Years (2018 – 2022)

Tuition continues to decline while expenses continue to rise, resulting in decreased financial performance.

Year	Net Tuition	Instructional Expense	Student Services Expense	General Administrative Expense
2018 - 2019	-0.51%	1.96%	-1.04%	-3.50%
2019 - 2020	-0.33%	-0.08%	-5.49%	-2.81%
2020 - 2021	-2.76%	-6.74%	0.18%	19.34%
2021 - 2022	-7.45%	8.41%	9.09%	12.00%
5 Year change	-10.75%	3.00%	2.20%	25.35%

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

Recommendation:

Budgetary and fiscal discipline is essential for financial performance.

- The URC recommends that the University properly implement the Incentive Based Budgeting process to create 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.
- Expense management must be balanced across the University

What To Do

The Situation:

Who are we going to be?

- Is Bradley a private institution of higher education that competes on differentiation based on the quality of the educational experience or
- A state institution of higher education that competes on the basis of price?

The Situation:

We cannot compete on price with state subsidized education.

- State subsidies for higher education in Illinois total \$2.24 Billion, plus \$2.11 Billion for employee pensions*
 - The University of Illinois system reports 27% of revenues from state appropriations, or \$1.993 Billion; 18% from student tuition and fees, or \$1.341 Billion.
 - Illinois State University reports 33% of revenues from state appropriations, or \$220 Million; 31% of revenue from tuition, or \$210 million
 - Northern Illinois University reports 40% of revenues from state appropriations, or \$225 million; 31% of revenue from tuition, or \$175 million
 - Southern Illinois University reports 32% of revenues from state appropriations, or \$204 million; 34% of revenue from tuition, or \$217 million

Bradley cannot compete on price with these subsidies

*Fiscal Year 2022 State Budget Includes Largest Investments in Higher Education in Decades (Illinois.gov) Source: A gov website financial statements

Price Bradley vs. Illinois State Schools

We are pricing below state school base tuitions.

University	Annual Tuition and Fees (Approx.)
EUU	14000
Illinois State	18000
NIU	17000
SIU-C	16000
U of I-S	15000
U of I-C	16000
U of I-U/C	18000
WIU	15000
Bradley	10000

Price Comparison Bradley vs. Competitor Schools

We are pricing below private competitors and are below state yields after subsidies.

College/University	Sticker Price	Net Price (NW (2020-21))	Discount	Differential	If this were Bradley's price net would gain.
DePaul	\$65,024	\$28,082	56.14%	\$9,071	\$36M
Loyola (Chicago)	\$69,758	\$22,826	67.28%	\$3,815	\$15M
North Central	\$60,480	\$23,211	61.62%	\$4,200	\$16M
Illinois Wesleyan	\$71,693	\$21,312	70.27%	\$2,301	\$8M
Marquette	\$54,459	\$30,312	52.20%	\$11,100	\$44M
St. Ignace	\$43,484	\$17,599	59.53%	-\$1,432	
Butler	\$66,411	\$31,850	52.04%	\$12,839	\$50M
Bradley	\$54,277	\$19,011	64.97%		
ISU	\$33,701	\$14,615	56.63%	\$25,071	\$ 6,060
U of I - U/C	\$32,425	\$5,891	81.83%	\$30,059	\$ 11,048
UIC	\$31,816	\$8,978	71.78%	\$33,146	\$ 14,135
UI S	\$27,219	\$9,449	65.29%	\$33,617	\$ 14,006
SIU	\$26,533	\$10,987	58.59%		
NIU	\$27,192	\$11,505	57.69%	\$22,682	\$ 3,671
WIU	\$28,193	\$9,560	66.09%		
SIU-C	\$31,250	\$13,455	56.94%	\$27,471	\$ 8,460

Data from tuitiontracker.org plus A gov website

Are we doing the right things?

Increasing Revenue:

There are finite options for increasing revenues.

Options for Increasing Revenue:

- Increase the number of students
 - More students for current programs (Recruiting and Admissions)
 - New programs for current students (Program Development/Interdisciplinary Programs)
 - New programs for new students (Program Development/Interdisciplinary Programs)
 (Note: This can include new academic programs or new methods of delivery or both.)
- Improve Retention
 - Improve the student experience
- Improve Tuition Realization
 - New, unique academic programs with little competitive threat; Premium Price

STOP COMPETING BASED ON PRICE

Recommendation:

Who are we going to be?

- The URC recommends that the University engage in a process and decide what Bradley University must become in the future to meet the needs of the targeted learners.
 - Residential versus Online
 - Teaching versus Comprehensive/Research
 - Financially-Based Program Review
 - Student Experience and Services
 - Values and Culture
- These must be clearly communicated both internally and externally.

Report of the URC to the University Senate

Questions?
Comments?
Thoughts?
Observations?

43

Thank You.

Report
of the
University Resource Committee
Prepared for the Bradley University Senate
3 May 2023

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UNIVERSITY SENATE MEETING SIGN IN SHEET –

SENATORS 2022-23

Meeting Date:

5/3/23

(Regular Meeting)

Name		Name	
Anderson, Warren	<i>WA</i>	Kelly, Todd	<i>T-K</i>
Arquette, Cecile	<i>Cecile</i>	Khodair, Yasser	<i>YK</i>
Ball, Justin	<i>JB</i>	Kimberlin, Kevin	<i>KK</i>
Blair, Eden	<i>EB</i>	Kindler, Andy	<i>AK</i>
Borton, Rachel	<i>RB</i>	Lewer, Joshua	<i>JK</i>
Brammeier, Heather	<i>H Brammeier</i>	Lukowiak, Twila	<i>TL</i>
Burroughs, Meghan	<i>M. Burroughs</i>	Marsh, Christopher	<i>CM</i>
Carty, Tom	<i>TC</i>	McAsey, Mike	<i>MM</i>
Cisneros, Adolfo	<i>AC</i>	McQuade, Kristi	<i>KM</i>
Clark, Jessica	<i>JC</i>	Miller, Johanna	<i>JM</i>
Cox, Sheryl		Moon, Daniel	<i>DM</i>
Davison-Aviles, Robert		Morris, Marty	<i>MM</i>
Daye, David		Mou, Libin	<i>LM</i>
Drake, Teresa	<i>TD</i>	Muncy, Jim	<i>JM</i>
Erickson, Deborah	<i>DE</i>	Nair, Kalyani	<i>KN</i>
Ford, Heather	<i>HF</i>	Newton, Lee	<i>LN</i>
Frazier, Meg	<i>MF</i>	Nielsen, John	<i>JN</i>
George, Burl	<i>Burl George</i>	Petravick, Simon	<i>SP</i>
Gillespie, Oscar		Petrovich, Jason	
Glassmeyer, Danielle	<i>DG</i>	Portocarrero, Melvy	<i>MP</i>
Gore, Bryce	<i>Bryce Gore</i>	Rommel, Megan	<i>MR</i>
Grandstaff, Jaime	<i>Jaime Grandstaff</i>	Reynolds, Chris	<i>CR</i>
Gribb, Molly	<i>Molly Gribb</i>	Schnupf, Udo	<i>US</i>
Grugan, Amy	<i>AG</i>	Schweigert, Wendy	<i>WS</i>
Ham, Ethan	<i>EH</i>	Shastry, Prasad	<i>PS</i>
Hawkins, Samuel	<i>SH</i>	Spires, Todd	
Hogan, Jackie		Standifird, Stephen	<i>SS</i>
Huberman, Jeffrey		Stern, Travis	<i>TS</i>
Jones, Chris		Stover, Naomi	<i>NS</i>
Kastberg, Erin		Thomas, Nathan	<i>NT</i>
Kelley, Andy	<i>AK</i>	Timm, Mat	<i>MT</i>
Kelly, Joe	<i>JK</i>	Williams, Chris	<i>CW</i>
		Way, Jamie	<i>JW</i>
		Zakahi, Walter	<i>WZ</i>

UNIVERSITY SENATE MEETING SIGN IN SHEET –

VISITORS

Meeting Date:

5/3/23

Name	College/Unit	Name	College/Unit
Shondra Johnson	FCB	Chris Jones	Strategy & Innovation
Ahmad Fakhri	Eng	Dakota Horn	CFA
Jobie Skoog	Acc. Affairs	Rui Li	OODG
Naijeebe Alston	ccet/FCB	Tim Kellard	LAS
Kassidy Douglas	ccet/FCB	AARON BUCHKO	FCB/M&L
DAN MATISA	Theatre Arts/CFA	Bayaraa Carlson	FCB/CCET
D. BANOFF	THE	Barbra Kerns	IT
Julie Ryan	CCET	Jen Jost	LAS BIO
Tina	FCB/CCET	Shwenni Morris	LAS, BIO
Mike Gavit	Enrollment	Tom Richmond	ADV.
Hugie Cooksey	Enrollment	Saestlan	CFA
Mark Moenke	ccet	Brian Ischko	BUPD
JIM FOLEY	TCE		
JACK BATZ	IAS		
Tanya Marcum	FCB/ETL		
Libby Trounce	spec coll/Lib		
Janice Poo	FB		
DAVID DAYE	student senate		
Michelle Fry	LAS		
Jana Hunzicker	EHS		
Rachel Volmer	EHS		
Levon Moore	LAS		
Elena Gabn	CFA COM		
Kris Maillachere	CCET & FCB		
Amie Love	CCET-FCB		
Char Regula	Articulation		
BRAD CHANDLER	ATH		
Williamly Nam	R.O.		
Miss G	Bio/LAS		
Crystal Elliott	HR		
Cam Burritt	ETL		
Amey Harrison	EM		
Mari Kurway	EM		



Special Meeting Minutes
2023-2024 Bradley University Senate
Upon completion of the Eighth Regular Meeting
of the 2022-23 Bradley University Senate
Wednesday, May 3, 2023
Marty Theatre, Michel Student Center



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

The meeting started at 4:50 PM.

II. Announcements

0. The meeting is being recorded and livestreamed.

III. Election of the 2023-2024 Bradley University Senate Executive Committee

Senate Elections Committee Chair Tom Carty Presiding

Senate President:

Teresa Drake, nominated by Amy Grugan
The motion carries unanimously.

Senate Vice President:

Travis Stern, nominated by Johanna Pershing
The motion carries unanimously.

Senate Secretary

Eden Blair, nominated by Jim Muncy
The motion carries unanimously.

Senate Executive Committee At-large members (2)

Kristi McQuade, nominated by Danielle Glassmeyer

Kalyani Nair, nominated by Teresa Drake

The motions carry unanimously.

V. Meeting adjourned

UNIVERSITY SENATE MEETING SIGN IN SHEET -

SENATORS 2023-24

Meeting Date:

5/3/23

SPECIAL MEETING

Name		Name	
Karin Smith	8	Naomi Stover	MA
Jill Admire	EHS	KRISTI MCOWAN	EN
Kaci W. Barton	EHS	Udo Schnupp	SA
Agnes Grigori	EHS	[Signature]	[Signature]
[Signature]	EHS	Richard B. [Signature]	IN
Gina Fuller	FCB	Colin Corbett	FCB Eco
Walter Ford	CFA IM	Samuel Hawkins	CS
Andrew Kelly	LAS PHAR	Heather Brannmeier	CFA
Traut Skon	CFA IHE	[Signature]	FCB
MD Muecke	CCET		
[Signature]	IM		
[Signature]	EHS		
ALP [Signature]	EHS		
Christine Way	EHS		
Chloe A. Cary	LAS math		
[Signature]	LAS		
Ed [Signature]	FCB		
Nathan Thomas	Student Affairs		
Jessica Nigg	FCB		
Kalya	CCET		
[Signature]			
Molly Sals	CCET & FCB		
ANDY HANSEN	LEGISLATION		
Mia Fry	LIB		
[Signature]	FCB		
Matthew Timm	Am. G.		
Suzanne Mich	[Signature] ECE, CCET		
	MUS		
Meagan [Signature]	PLS/IS		
[Signature]	PSY		
Judith [Signature]	WHD		
[Signature]	[Signature]		
John Nielsen			
Sophie [Signature]	Pres Officer		



Special Meeting
2023-2024 Bradley University Senate
3:10 p.m., Thursday, August 17, 2023
Ballroom, Michel Student Center



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

Meeting called to order 3:16 pm.

II. Announcements

0. The meeting is being recorded and livestreamed. Thank you IT!
1. Robert's Rules reminders and general senate procedures
2. Welcome Libby Tronnes as new Parliamentarian.

III. Motion to approve the faculty members of the Senate Executive Committee to serve as the faculty committee to review programs for possible discontinuation.

Teresa Drake, President, Associate Professor, EHS
Travis Stern, Vice President, Associate Professor, CFA
Eden Blair, Secretary, Full Professor, BUS
Kristi McQuade, At-Large, Associate Professor, LAS
Kalyani Nair, At-Large, Full Professor, EGT
Mat Timm, Past President, Full Professor, Ex-Officio

Moved by Matt Timm, second by Eden Blair

Discussion: Teresa Drake passed the gavel to Travis Stern so she could give a brief presentation on the rationale for why the senate executive committee should be the faculty

committee to review programs. The gavel was passed back to President Drake. Questions related to the process, representation of the library, plans for senate and faculty involvement were discussed. The president was asked the plans if senate did not vote today for the faculty committee, and he stated that he would select the committee by early next week.

Secretary Blair read a letter to Senate Exec into the record. Please see attached.

The motion passed unanimously.

IV. Adjournment

The meeting was adjourned.

Proposal: Enhancing Recruitment through the Adjustment of the International Baccalaureate Cut-Score for Transfer Credit

Current Policy: Bradley University currently grants credit-by-examination to students who achieve an International Baccalaureate (IB) exam score of 5 or higher.

Proposed Change: Change this cut score to 4, enabling students to receive elective credits for exams with a score of 4.

Impact on Students: In the Fall 2022 First Year cohort, among 35 students with IB scores, 16 students did not receive any IB transfer credit, despite 12 of them achieving exam scores of 4. Similarly, in the Fall 2023 First Year cohort, out of 24 students with IB scores, 17 students did not receive IB transfer credit, even though 12 of them achieved scores of 4 or higher.

Rationale: Adjusting the cut score aligns Bradley's policy with Illinois State Regulations for Public Schools.¹ This harmonization with state school competitors, private schools following the same regulations, and community college transfers is crucial for maintaining equity and consistency. In addition, this revision establishes a uniform acceptance policy similar to our AP approach, which already aligns with the Illinois State Regulations for Public Schools. A distinct advantage of this change lies in its potential to greatly impact our recruitment efforts. The standardization of the policy across IB and AP students creates a more enticing proposition for prospective IB students. Given the often disparate IB acceptance policies across states and institutions, this change positions Bradley as a more attractive option for IB students seeking fair credit recognition.

Course Equivalencies: This adjustment will not change course equivalencies or subject electives. Departments will be invited to review and change course equivalencies and subject electives as appropriate during the Fall 2024 semester.

Background: International Baccalaureate Exams and IBDP

The International Baccalaureate Exams form an integral part of the globally recognized International Baccalaureate Diploma Programme (IBDP), available in over 150 countries. There are currently 941 IB diploma granting high schools in the United States ([Map](#)). Thirty-seven of these are in Chicago. Peoria's own Richwoods High School is the only Illinois IB High School outside of the Chicago area. Peoria Academy just became (Spring 2023) certified as an IB Primary Years and IB Middle Years School. To earn the IBDP, students must undertake exams in six subjects across six subjects and attain a cumulative score of 24. The exam scores range from 1 to 7, with a score of 4 on each exam being the threshold for diploma achievement. At least three of the exams must be Higher Level (HL exams), with a maximum of four HL exams. The remaining are SL exams. HL signifies "higher level" and SL signifies "standard level" for exams. Most courses, except Math, Environmental Systems and Societies, and ab initio language, are taught at HL, requiring at least 240 hours of study, while SL requires at least 150 hours.)

¹ "Beginning with the 2016-2017 academic year, scores of 3, 4, and 5 on the College Board Advanced Placement examinations and, beginning with the 2017-2018 academic year, subject scores of 4 or higher for International Baccalaureate Diploma Programme subjects shall be accepted for credit to satisfy degree requirements by all institutions of higher education." The College Career and Success for All Students Act: [Public Act 0990624](#)

IBDP vs. AP: Unlike Advanced Placement (AP) exams, the IBDP requires comprehensive study across multiple subject areas, encompassing language and literature, language acquisition, individuals and societies, sciences, mathematics, and the arts. The IBDP also mandates an extended essay, a theory of knowledge course, and a minimum of 150 hours of community service. This comprehensive approach nurtures critical thinking, problem-solving skills, intercultural understanding, and a global perspective.

Conclusion: The adjustment of the IB cut score is not only in line with state regulations and consistency but holds the potential to significantly elevate our recruitment efforts. This policy change acknowledges the dedication of IB students within the rigorous IBDP framework. As we implement this adjustment, we move forward with a clearer and more compelling value proposition for prospective IB students, positioning Bradley University as an institution that accommodates and appreciates their achievements.

Current Bradley IB Transfer Guide:

International Baccalaureate Program			BRADLEY University	
TEST	BCC CODE	SCORE	BRADLEY CREDIT	CREDIT
English Literature	HU	5-7	ENG 115***	3
Language B HL(X=Arabic, French, German, Hebrew, Spanish) (Ex: Spanish = WLS / German = WLG)	HU or GP/WC* HU or GP/WC* HU or GP/WC*	4. 5. 6+	WLX 100 WLX 201 WLX 202	3 3 3
English A Language & Literature	HU & WI	5-7	ENG Elective Credit	3
Latin SL		4-7	World Language Elective Credit	3
Economics	SB	5-7	ECO 100	3
History SL	HU	5-7	HIS 204	3
History HL	HU & GP/WC	5-7	HIS 204 (3) & HIS Elective (3)	6
Business Management		5-7	BUS Elective Credit	3
Islamic History	GP/WC	5-7	HIS Elective Credit	3
Global Politics	GP/GS	5-7	IS 103	3
Philosophy	HU	5-7	PHL Elective Credit	3
Geography	SB	5-7	GEO Elective Credit	3
Psychology	SB	5-7	PSY 101	3
Social & Cultural Anthropology	SB	5-7	SOC 100	3
Biology	NS	5-7	BIO Elective Credit	3
Chemistry SL	NS	5-7	CHM 110 (3) CHM 111 (1)	4
Chemistry HL	NS	5. 6-7	CHM 110 (3) CHM 111 (1) CHM 110 (3) CHM 111 (1)	4 4
			CHM 116 (4) CHM 117 (1)	5
Physics SL	NS	5	PHY 107	4
Physics SL	NS	6-7	PHY 107 (4) & PHY 108 (4)	8
Physics HL	NS	5	PHY 110	4
Physics HL	NS	6-7	PHY 110 (4) & PHY 201 (4)	8
			(Must meet with advisor for approval)	
Further Mathematics SL	QR	5-7	MTH 105	3
Mathematics HL	QR	5-7	MTH 112	3
Mathematics SL	QR	5-7	MTH 109	3
Mathematical Methods SL	QR	5-7	MTH 101	3
Mathematical Studies SL	QR	5-7	MTH 109	3
Mathematics Analysis HL	QR	5	MTH 112	4
HL	QR	6-7	MTH 121	4
SL	QR	5	MTH 109	3
SL	QR	6-7	MTH 112	4
Mathematics Apps HL	QR	5	MTH 109 (3) MTH 111 (3)	6
HL	QR	6-7	MTH 111 (3) MTH 112 (4)	7
SL	QR	5-7	MTH 109	3
Visual Arts	FA	5-7	ART 131	3
Computer Science	NS	5-7	Elective Credit	3
Film SL	FA	5-7	Elective Credit	3
Music	FA	5-7	MUS 109	3
Theatre Arts	FA	5-7	THE 107 (1) & THE 121 (3) THE 107 (1) & THE 131 (3)	4 4
Environmental Science & Society International Technology in a Global Society (ITGS)	NS or MI* GP/GS	5-7 5-7	ENS 110 CIS 300**	3 3

* May be used to satisfy only one Area of Inquiry. ** Not JR/SR hours *** For English Language A exam only

Questions may be directed to Sarah Glover, Special Assistant to the President for Retention and Graduation, Sr. Associate Dean CFA. sglover@bradley.edu This proposal was created with the support of Kim Taluc, CFA Academic Coordinator, Rob Prescott, LAS Associate Dean. Amy Summers, LAS Academic Coordinator, and Tarra Suzuki-Nguyen, Interim Associate Vice President of Enrollment Management. Thank you to Thomas Hayes, IB Coordinator at Richwoods High School in Peoria, IL. and Bradley students for bringing this issue to our attention.

DATE: 17 July 2023

TO: Andy Kindler, Chair ARDR

FROM: Alexander Hertich, Chair World Languages

RE: Updating Seal of Biliteracy policy

According to the Illinois State Board of Education, the State Seal of Biliteracy “recognizes public high school graduates who have attained a high level of proficiency in one or more languages in addition to English.” In September 2018 the University Senate Approved the Department of World Languages and Culture’s proposal to offer students 3 100-level credits for the Illinois State Seal of Biliteracy.

The Department of World Languages and Cultures would like to update two elements of the current Seal of Biliteracy policy.

1. We propose to recognize the State Seal of Biliteracy regardless of the state in which it was earned and grant the same credit to incoming students.

Currently, 49 states and the District of Columbia offer a State Seal of Biliteracy. All have similar criteria (see <https://sealofbiliteracy.org> for details). Students from other states frequently inquire if they can receive credit for their state’s seal, but we cannot grant it even though the programs are alike. We wish to change our policy to include all states that offer a Seal. No credit will be awarded for the State Commendation toward Biliteracy. However, students with the commendation are strongly encouraged to continue their language studies and may be able to earn additional credits through other methods, such as retroactive credits.

2. We propose to increase the number of 100-level elective transfer credits granted from 3 to 8.

Public Universities in Illinois are required to grant two semesters of language credit for students with the State Seal. To follow state norms and remain competitive, we propose to increase the number of credits granted from 3 to 8. These will be 100-level elective transfer credits. When applicable, these credits would be in a specific language (e.g. WLS 1 for Spanish) or general World Language elective credit for languages not offered at Bradley (WLX 1). This is similar to what Illinois State University offers students. This credit would be granted in addition to any other language credit (AP, IB, etc.) the student may receive.

Current Catalog Language:

Credit is given to students who have received the Illinois State Seal of Biliteracy. Students receive 3 100-level elective credits in the language for which they have the State Seal.

Proposed Catalog Language:

Eight language credits (the equivalent of two semesters) will be granted to students who have received a State Seal of Biliteracy from any state. These credits will be in a specific language (e.g. WLS 1 for Spanish) for languages offered at Bradley University or in general World Language (WLX 1) if not. No credit will be awarded for the State Commendation toward Biliteracy. Students with the Commendation are encouraged to continue their language studies and may be able to earn additional credits through other methods. Students who have the State Seal are still eligible for retroactive credit.

8. The Committee on University Resources

1. The function of the Committee on University Resources shall be:

a. To support and advance the budget process to ensure ~~foster~~ the compatibility of University-wide resource allocations with overall University goals and strategic priorities by ~~focusing its attention on University-wide and long-range decisions:~~

1) ~~To r~~ Reviewing and analyzing e policies, projections, procedures and results of University actions involving the acquisition and allocation of resources in order to make prudent data-driven recommendations to align resources with units (e.g., Academic Affairs, Marketing and Enrollment Management, Student Affairs, Human Resources, Information Technology, Facilities, Financial Services, Diversity, Equity and Inclusion, Advancement, and Athletics);

2) ~~To c~~ Consulting with and discussing ing its findings with the ~~faculty and other members of the~~ University community;

3) ~~To m~~ Making e periodic reports and recommendations to the University Senate and which may make recommendations to the President.

b. To obtain timely and needed information from the University Administration as required for the effective performance of its duties;

c. To consult with the University Administration in preparing policies and procedures affecting resource allocation.

2. The Committee on University Resources shall consist of seven-eight members.

Five faculty members shall be appointed by the Executive Committee of the Senate, two of whom shall be chosen from among those whose training and experience are in areas relevant to the Committee. The remaining members shall include One shall be appointed from the staff of and by the Chief Financial Officer (or other representative from Financial Services appointed by the CFO), one staff member at the Director Level appointed by the Executive Committee of the Staff Council, and one member appointed by the President. One A non-voting student liaison shall be a student appointed by the Student Senate to contribute student perspective as needed.

a. Faculty Appointments are made for three-year renewable terms with staggered terminations;

b. ~~The Chairperson of the Committee shall be elected from and by the members of the Committee~~ A faculty member of the committee shall be elected to serve as the chairperson.

To: Dr Teresa Drake, Senate President
From: Danielle Glassmeyer, Faculty Ombuds 2020-2023
Re: Report on Ombuds activities; recommendations.
Date: August 24, 2023

Thank you:

Thank you to University Senate President Drake for asking for this report.

As I close my service in this role, I also want to thank my colleagues for entrusting me with this role, and to thank the individuals I've been in contact with over these years for preponderantly cordial and collegial interactions.

My Service:

Because of the confidentiality requirements related to the Faculty Ombuds' role, I will report only in general terms. However, to give as much granularity as possible, below, I attempt to distinguish three general levels of activity: 1) inquiries, 2) ended mediations, and 3) substantial mediations. While the length and intensity of work varies, all contacts with the Ombuds result in, at least, review of *The Faculty Handbook* and review of documentation presented by the petitioner. Often dozens of documents and meetings ensue.

1) "Inquiries" denote 4 or fewer meetings or email exchanges with no further action or mediation requested. Reasons for ceasing process included:

- Lack of standing – individuals who after review were determined to be excluded from *The Faculty Handbook's* protections as a result of their contingent contract with the University, including
 - Non-tenurable contract roles that Bradley calls "Visiting" and/or "In Residence" appointments,
 - "Staff professionals" who deliver instruction,
 - Adjunct faculty (called "Affiliate faculty" at Bradley),These groups are thus severely limited in their access to due process at this institution.
- Independent resolution of concerns after consultation.
- Clarification of terms and issues that revealed confusion rather than injury.
- Resolutions reached after a single Ombuds inquiry.

Over 3 years: there have been 10 inquiries of varying intensity.

2) "Ended Mediations" include lengthier cases -- often complex -- that reach a resolution or end without a written report. These cases involve *Handbook* and policy review, document gathering, interviews and exchanges of documents. In several instances, solutions like multi-step Ombuds-mediated conversations produced an amicable resolution. In some cases, petitioners opted to end mediation for various reasons including satisfaction with the outcome, considerations about potential retaliation, or personal reasons.

Over 3 years: there have been 8 Ended Mediations.

3) “Substantial Mediations”, during my service period, have all been due process cases involving disputes around compliance with existing *Handbook* and college-level guidelines. These cases involve extensive interviewing, documents gathering and intensive policy review. They involve multiple steps of mediation; they may involve several months of mediation. They produce documentation in the form of a final report. Copies of the report are provided to all direct parties to the mediation; if petitioners choose to advance their case to the Tenure, Promotion and Dismissal Committee or the Grievance Committee, the chair of the appropriate committee contacts the Faculty Ombuds to obtain a copy of the report.

Over 3 years: There have been 6 Substantial Mediations.

A Final Note

Before taking this role, I talked to my predecessors, from whom I gathered the impression that Ombuds’ cases tend to be about folks not getting along. Although policy issues might be at stake, Ombuds’ mediations tended to happen at the department level, and to focus on issues like fairness in scheduling, interpersonal civility, consistent application of department by-laws, etc.

My term as Ombuds involved only 2 such cases.

22 of the cases I worked on involved mediation between individual faculty and Administration at the College or University levels. I found this trend to be a matter of concern.