

**Bradley University Senate  
Agenda**

**First Regular Meeting of the 2016-2017 Senate**

3:10 p.m. - 5:00 p.m. September 15, 2016

Michel Student Center – Ballroom A

**I. Call to Order**

**II. Announcements**

**III. Approval of Minutes**

- A. Eighth Regular Meeting of the 2015-2016 University Senate, May 4, 2016.
- B. Special Meeting of the 2016-2017 University Senate, May 4, 2016.

**IV. Reports from Administrators**

- A. President Roberts
- B. Senior Vice President of Academic Affairs and Provost Zakahi
- C. Senior Vice President of Financial Affairs Anna

**V. Report from Student President Jenna Dellarria**

**VI. Reports from Standing Committees**

**VII. Unfinished Business**

**VIII. New Business**

- A. Ratification of Appointments to Standing Committees
  - 1. Requiring Approval of the Senate
    - a. Elections
      - Andy Kelly, Jean Marie Grant, Teresa Drake, Heather Brammeier
    - b. Subcommittee on Core Curriculum
      - Juan Rios Vega (EHS), Vince Showers, (FCB),  
Megan Jaskowiak (Provostial Appointment)
  - C. Subcommittee on Core Practices
    - Prasad Shastry (CEGT) (Sabbatical Replacement)
- B. Committee appointments requiring “recommendation” by Senate Exec
  - 1. University Resources
    - Tim Conley (retirement replacement), Iqbal Shareef (reappointed)
  - 2. Admissions and Retention
    - David Vroman (SCCF), Janet Jackson (CEHS)
- C. Informational only - other additions to committees
  - 1. Admissions and Retention
    - Justin Ball & Mike Gavic (Enrollment Management),  
Ken Harding (Student Affairs), Kristen Howard (Student Senate)

2. Affirmative Action  
Paul Kasambira (Provost)
3. Curriculum and Regulations  
Demaris Montgomery (CLAS),  
Olga Krapivner & Connor Kelly (Student Senate), Reshma vali Shaik (Graduate School)
4. Faculty Grievance  
Seth Katz & Jean Muzzillo (Elected by Faculty),  
Molly Adams (Senate Exec) (Sabbatical Leave replacement)
5. Honorary Degrees  
Jeff Huberman, Jeff Bakken
6. Retirement Advisory  
Tanya Marcum (Senate Exec)
7. Sabbatical Leave  
Twila Lukowiak (CEHS), Yufeng Lu (CCET),  
Michael Lang (CLAS)
8. Strategic Planning  
Andrew Stubar (CEHS), Jason Garret (FCB), Alex Hertich (CLAS),  
Jeana Dellaria & Dave Jenson (Student Senate),  
Vijaya A. Jessie Elepe (Graduate School),  
Matt O'Brien (President),  
Mike McAsey (President) (Sabbatical Leave replacement)
9. Student Grievance  
Young Park (LAS), Twila Lukowiak (EHS),  
Shannon Schooly (Student Senate),  
Nigina Sultanova (Graduate School)
10. Tenure, Promotion, and Dismissal  
Chuck Bukowski & Elena Gabor (Elected by the Faculty)
11. Subcommittee on Curriculum  
Jean Marie Grant (CEHS), Aleksander Malinowski (Engineering)

D. Other New Business

**IX. Adjournment**

# Bradley University Senate

## Minutes

### Eighth Regular Meeting of the 2015-2016 Senate

3:10 P.M.-5:00 P.M. May 4, 2016

Michel Student Center – Marty Theater

#### I. Call to Order

#### II. Announcements

A. Provost Search Committee Update – Dean Huberman

1. There will be no more updates. The committee's work is finished.
  2. The committee thanks the campus community for its input.
  3. We have a new provost that will be joining us soon.
- B. Welcome incoming senators.
- C. The Resource Committee members have agreed to a Q & A session immediately following the adjournment of the Special Meeting.
- D. On behalf of University Senate, I want to recognize Joan Sattler for serving as Senior Vice President of Academic Affairs and Provost over this academic year.
- E. Thank you for your support during the two years of my Presidency. It has been my honor to serve you

#### III. Approval of Minutes

Seventh Regular University Senate Meeting, April 21, 2016

A. Mat Timm asked that the minutes be changed to show that the minutes were for the Seventh Regular meeting not the Sixth. The senate president said the change would be made.

*Approved by General Consent*

#### IV. Reports from Administrators

##### A. President Roberts

1. There is good news regarding enrollment. Admissions should be applauded.
  - a. There are 1095 deposits for the coming academic year. Academic quality has not changed. Diversity is up.
  - b. Nursing is up in deposits. Mechanical Engineering is up in deposits. The College of Liberal Arts and Sciences is up 92 deposits.
  - c. The discount rate is up 5%
  - d. The total university enrollment may not be up due to a decline in graduate student numbers and transfer student numbers.
  - e. Athletics has helped boost enrollment numbers. They have enrolled 24 walk-on students
  - f. The Bradley brand is strong. Please be positive and optimistic.
2. The new provost is Walter Zakahi. He is a terrific guy. He is a Bradley Alumnus. There will be a reception for him on Friday, May 13, 2016. Thanks to the search committee. We need to add an associate provost position.
3. Progress continues on the Convergence Center. We are going to do this. It is a

critical strategic decision for the university. There is 10M\$ in the bank and more is coming. Hopefully, the demolition of Baker Hall will begin in one year.

4. There is a new branding initiative. We will present our new web site this summer.
5. Questions:

- a. No Questions.

**B. Ruth Vedvich, Enrollment Management**

1. The 1095 enrollment number will shrink to an expected level of 1050-1060.
2. A plan was developed to test the influence of price, brand, or both on enrollment.
3. We have enrolled 68 more new students with high need students. We have enrolled 56 new students in the \$100,000+ range who have the ability to pay most of the price of Bradley.
4. Thanks to everyone for the help.

**C. Interim Senior Vice President of Academic Affairs, Provost Sattler**

1. Thanks to all for their dedication on all initiatives.
  - a. 165 courses have been added to the BCC.
  - b. The graduate school enrollment has increased.
  - c. There is an increase in international students
  - d. An online graduate program has been launched with 269 new graduate students.
  - e. There has been an increase in participation in external grants and contracts bringing more money into the university.
2. In response to student senate resolutions
  - a. The Academic Council voted unanimously to continue the New York Times subscription for faculty and students.
  - b. We are exploring a Sustainability minor.
  - c. Several more resolutions will be considered but more data is needed.
3. Library renovations will begin June 1.
4. A posthumous degree was awarded to the family of Zachary Halbreck.
5. Thanks to all who have supported the Provost office during the past year.

6. Questions:

- a. No Questions.

**D. Senior Vice President of Business Affairs, Gary Anna**

1. Congratulations to the campus for improved enrollment numbers.
2. During the summer the university will move to a Pepsi platform.
3. There was a strong effort by Intercollegiate Athletics to contribute to the enrollment numbers. Thank-you.
4. We have performed long-term forecast for the university using the new enrollment numbers. Thank-you for your efforts.
5. Questions:

- a. Monica McGill: Roughly 60% of full-time professorial rank faculty are male. Roughly 78% of full professors are male. And, currently, 88% of department chairs at Bradley are male, and historically, I'd venture to guess that this has been a common theme through the years. Biases, both conscious and unconscious, are a reality and those biases are felt by women each month when we examine our paychecks. Each time the pay gap is mentioned in the news, we wonder how much that affects us here at Bradley. And, according to the AAUP's data collection, female full professors at Bradley make annually on average \$7,000 less than their male counterparts, associate professors make \$10,000 less, and

assistant professors make \$3,000 more. We cannot know what this sampling of salaries mean, however, without further investigation, but they do have a story to tell and it should be told. Having spoken to other women on campus, there is a need to examine men and women's salaries to determine whether or not Bradley University indeed has a pay equity issue and, as a follow-up, address pay equity proactively as needed. Since there is a plan to invest in faculty to bring us more in line with our respective comparison groups, will you also be considering pay equity as part of this investment?

- b. Answer: Yes, The senior administration is involved in the faculty salary assessments. They are primarily the responsibility of the Provost. Any calibration of faculty salaries that does not take into consideration gender and productivity is flawed at the outset. The process is not just about reconciling to individuals and their capabilities it is certainly is to reflect equity and fairness and a culture of an institution. It represents that with all we do in the learning experience to our students. The amount is not insignificant. I am happy to hear that there have been assistant professorial hires above or equal to the market. That creates the compression issues that our faculty salary initiative needs to address. Thank-you for raising the issue.

V. **Report from Student Body President-Jenna Dellarria**

1. She is excited and honored to be serving as student senate president.
2. An iPad will be installed at the student center to collect information from students.
3. No Questions

VI. **Reports from Standing Committees**

**A. Strategic Planning**

**B. Committee on Curriculum and Regulation**

**1. Major Additions**

*Motion to approve by Julie Reyer / 2<sup>nd</sup>—Wayne Evans, Motion Approved*

147978 - IM User Experience Design

**2. Concentration Additions**

*Approved by General Consent*

149493 ETL Management and Leadership with a Concentration in Business Law

**3. Minor Modifications**

*Approved by General Consent*

147789 FIN Decision Analysis

150612 RLS Religious Studies

**4. Course Additions**

*Motion to approve Julie Reyer / 2<sup>nd</sup>—Wayne Evans, Motion Approved*

147539 BIO BIO 490 Biology Capstone

149375 HIS HIS 351 Topics in Historical Methods

## **5. Course Modifications**

*Approved by General Consent*

150585 CIV CIV 111 Unified Composition and Western Civilization I

150589 CIV CIV 112 Unified Composition and Western Civilization II

## **12. Bradley Core Curriculum Additions**

*Approved by General Consent*

149307 BUS BUS 361 Collaboration in Organizations

149308 BUS BUS 362 Innovation in Organizations

148033 NUR NUR 303 Research in Nursing

149594 CIV CIV 111 Unified Composition and Western Civilization I

149603 CIV CIV 112 Unified Composition and Western Civilization II

149351 HIS HIS 208 Non-Western Civilization: Russian History

150634 PLS PLS 208 Fundamentals of International Relations

150644 I B I B 205 Business in Indian Culture

150645 I B I B 204 Business in Chinese Culture

146054 ETE ETE 313 Methods of Literacy I: Reading, Writing and Language Arts Grades 1-2

146312 ETL MIS 375 Business Systems Analysis and Design

148880 ENG ENG 347 Shakespeare

148897 PLS PLS 105 Introduction to American Government

148898 CIV CIV 100 Western Civilization

14889 CIV CIV 101 Western Civilization to 1600

148900 CIV CIV 102 Western Civilization Since 1600

148905 RLS PHL 347 Ethics

147885 HIS HIS 336 Early Non-Western History and Geography

149422 MTH MTH 116 Brief Calculus With Applications II

148915 RLS PHL 350 Art in Human Experience

142517 PSY PSY 206 Research Methods in Psychology

149448 ENG ENG 407 Advanced Poetry Workshop

- 149449 ENG ENG 408 Advanced Fiction Workshop
- 149215 ETE ETE 228 Strategies for Middle School
- 149216 ETE ETE 227 Development of the Early Adolescent
- 147705 BUS BUS 400 Business Capstone Consulting Project

**C. Core Curriculum General Policies** - The Sub Committee on Core Curriculum Committee and the Curriculum and Regulations Committee approved a number of policy changes to the Bradley Core Curriculum General Policies. The additions now come before the University Senate *For Informational Purposes Only.*

The additions are in red font and underlined.

- With some exceptions, a course approved to satisfy an Area of Inquiry may also carry Core Practices tags. Courses approved for an Area of Inquiry may not also carry the tag of a cognate Core Practice, e.g., courses satisfying the Communication writing requirement cannot also carry the writing intensive tag, courses satisfying the Multidisciplinary Integration requirement cannot also carry the Integrative Learning tag. Transfer credit for composition courses not used to fulfill the Communications Area of Inquiry requirements may be eligible for Writing Intensive credit.
- Transfer students enrolled in a second baccalaureate program will be automatically granted credit for all Area of Inquiry Bradley Core Curriculum requirements upon verification that their first baccalaureate was completed at ~~an accredited~~ a regionally accredited institution of higher education ~~that requires a minimum of 30 hours of general education.~~

**C. Annual Written Reports from Standing Committees** -

*For Informational Purposes Only.*

The Reports were included in the agenda

1. Admissions and Retention
2. Affirmative Action
3. Contractual Arrangements
4. Continuing Education
5. Curriculum and Regulations
6. Faculty Grievance
7. Honorary Degrees
8. Sabbatical Leave
9. Strategic Planning
10. Student Grievance
11. Tenure, Promotion, & Dismissal
12. Bradley Core Curriculum

## VI. Unfinished Business

### A. Revisions to the Faculty Handbook

#### 1. University Senate Committee on Admissions and Retention (Section

1.E.Article V.2, pp. 23-24)

Motion (April 21, 2016) by Mat Timm, 2<sup>nd</sup> Jean Marie Grant: I move to accept the revisions, as specified in the Agenda, to the University Senate Committee on Admissions and Retention committee structure in the *University Senate Faculty Handbook*. *Mat Timm / 2<sup>nd</sup>–Jean Marie Grant*

The Admissions and Retention Committee preferred that changes to the committee structure be considered simultaneously with changes to the Committee's charge. The Executive Committee did not forward the proposed changes to the charge due to a number of questions and concerns. Also, the proposed restructuring of the Committee, as indicated in the withdrawn motion, requires further study. Senate Exec will work closely with the Committee on Admissions and Retention to bring proposals to the Senate for consideration during the next academic year

*Motion withdrawn by Mat Timm*

**2. Guidelines for Instructional Practices** (Sections IV.A.1, 2, 6, and 8, pp. 153 – 155)

Motion (April 21, 2016) by Andy Kindler, 2<sup>nd</sup> Mat Timm: I move to accept the revisions, as specified in the Agenda, to the Guidelines for Faculty Activities in the *University Senate Faculty Handbook*.

*Move to Amend the Motion – Andy Kindler, 2<sup>nd</sup>*

*Additions are in red font and italics.*

## IV. GUIDELINES FOR FACULTY ACTIVITIES

### A. Guidelines for Instructional Practice

#### 1. Introduction

Regulations pertaining to academic matters for undergraduate students are published *bi-annually* in the Schedule of Classes ~~a copy of which is furnished to each student and faculty member before the start of the Fall semester~~, and *annually* in the Undergraduate Catalog. In addition, the Schedule of Classes contains the annual *semester* calendar and the *current* class schedule. Regulations concerning graduate students are published in the Graduate Catalog and the Undergraduate Catalog. Faculty members are urged to familiarize themselves with all academic rules and regulations.

The several regulations which are cited in this section are in addition to, or are expansions of, regulations found in the publications noted above.

## 2. Class Rosters

~~The initial class rosters will be sent in the form of computer printouts which will be delivered as quickly as possible after registration.~~ *Official Class Rosters are available on AcInquire (Academic Inquiry).* The *rosters* of each class should be checked carefully *and often*. Any student who attempts to attend a class without ~~either~~ being listed on the Class Roster ~~or presenting an Official Addition to Class Card~~ should be prohibited from attending *until that student is officially listed on the Class Roster in AcInquire.* ~~until that student can present an addition card to the faculty member.~~

~~Official rosters will be issued at the end of the 3rd and 10th weeks, and a grade report roster will be issued during the week prior to final examinations.~~ Each official roster should be checked against the class roll. If a student's name is on a class roster and that student has not attended class by the end of the third week, the student's name should be reported to the Registrar's Office. Students whose names appear on the grade roster are the only ones for whom grades will be accepted, and a grade must be reported for each student whose name is on the final grade roster.

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## 6. Mid-Term Grades

Mid-term grades for all undergraduate students are reported to the *Registrar's Office* shortly after the midpoint of the fall and spring semesters. The *Registrar's Office* shall establish the exact date mid-term grades are due. ~~and provide grade rosters to faculty members about one week prior to this date.~~ Teaching schedules should be planned so that reports of these grades can be made. ~~These grades are supplied to the student, the student's academic advisor, and the Dean of the College in which the student is registered.~~ *A report of mid-term grades will be posted on Webster and AcInquire shortly after the mid-term grade deadline has passed.*

## 8. Final Grades

Final grades for all students are due in the Registrar's Office at 10:00 a.m. the Saturday following the last examination scheduled for ~~first Fall and Spring second~~ semesters. Due to the pressure of processing grades at the end of the semester, no exceptions can be made to this deadline. ~~time.~~ ~~Final grade rosters will be delivered to the faculty during the week previous to examinations.~~ Deadlines for interim and summer session grades will be communicated separately to the faculty. At the end of each semester or session, a grade must be filed with the Registrar's Office for each student who is officially registered for the class at *that* the time (whether or not the student has been in regular attendance).

~~A report of final grades will be issued to the student by the Registrar's Office within a very short time following the end of examinations. The issuing of grades to students by instructors by means of posting, postcards, etc., is at the discretion of individual instructors, provided extreme care is exercised to insure accuracy and confidentiality. This practice is seldom necessary, however, because of the speed with which the official grades are mailed to the students from the Registrar's Office.~~ *A report of these final grades will be posted on Webster and Acinquire by the Registrar's Office within a very short time following the close of the semester. All challenges to final grades must be made in the next regular semester after the grade was awarded. All completed grade change request forms must be approved by the department chairperson, the Dean of the College, and the Provost and Vice President for Academic Affairs. Requests for grade changes must be submitted to the Dean of the College in which the course is offered no later than four weeks before the end of the next regular semester.* Grades may not be ~~posted~~ *published* by name or student I.D. number without the prior written consent of the students.

All examinations, term papers, themes, etc., which are not returned to the student by the instructor must be kept for a least two semesters from the close of the semester or session in which the work was done.

~~If an error is made in submitting a final grade to the Registrar which the faculty member wishes to rectify later, a request for such correction must be approved by the department chairperson, the Dean of the College, and the Provost and Vice President for Academic Affairs. Requests for grade changes must be processed on the appropriate form which is available in the Office of the Dean.~~

*Discussion*

*Motion Approved*

## **B. Bradley University's Higher Learning Commission Quality Initiative Motion**

(April 21, 2016) by Joan Sattler, 2<sup>nd</sup> Mat Timm: I move to support Experiential Learning as Bradley University's Higher Learning Commission's Quality Initiative.

*Motion withdrawn by Joan Sattler*

*The Higher Learning Commission Quality Initiative is for informational purposes*

## **VII. New Business**

### **A. Ratification of Appointments to Standing Subcommittees**

Core Practices Subcommittee - August 2016 through April 2019

A motion to ratify the appointment the following nominees to the Core Practices Subcommittee

- a. Seth Katz (LAS)
- b. Meg Frazier (LIB)
- c. Jon Neidy (SA)
- d. Anne Hollis (SA)

*Motion to approve by Joan Sattler / 2<sup>nd</sup>–Wayne Evans, Motion Approved*

**B. Appointment as Faculty Representative to Illinois Board of Higher Education**

Motion to appointment Jobie Skaggs as Bradley's representative and Matt O'Brien as the alternate representative to the Illinois Board of Higher Education Faculty Advisory Council.

*Motion by Mat Timm / 2<sup>nd</sup>*

*Vice President Mat Tim will preside*

*Amendment to the motion by Robert Podlasek / 2<sup>nd</sup>–Wayne Evans,*

A motion to appoint Jobie Skaggs as Bradley's representative on the faculty advisory to the Illinois Board of Higher Education Faculty Advisory Council and Matt O'Brien as the alternate representative.

*Motion Approved*

**C. Academic Regulations and Degree Requirements – Retroactive Credit.**

See the motion in the attachments from Dean Huberman and the ARDR

*Motion to allow Alex Hertich to address the Senate*

*by Dean Huberman / 2<sup>nd</sup>–Wayne Evans, Motion Approved*

*Discussion Followed*

*Motion Approved*

**D. Ad hoc Committee Report: Study the Offering Online Undergraduate Degrees at Bradley University.**

*Motion to allow Darcy Leach to address the Senate*

*by Matt Obrien / 2<sup>nd</sup>–Wayne Evans, Motion Approved*

Sandra Perry requests that the committee provide a written report to the Strategic Planning Committee and a redacted version the Senate.

**E. Oral Report University Resources Committee**

**VIII. Adjournment 4:17 PM**

*Motion to adjourn Matt O'Brien - Motion Passes*



To: Bradley University Senate, President Roberts, and Board of Trustees

From: University Resources Committee

Date: September 9, 2016

Re: 2015-2016 Annual Report to the University Senate

The charge of the University Resources Committee is to foster the compatibility of resource allocations with overall University goals by focusing its attention on University-wide and long-range decisions. According to the Faculty Handbook, the committee is responsible for:

- Reviewing and analyzing policies, projections, procedures, and results of University actions involving the acquisition and allocation of resources;
- Consulting with and discussing its findings with the faculty and other members of the University community;
- Making periodic reports and recommendations to the University Senate which may make recommendations to the President;
- Obtaining timely and needed information from the University Administration as required for the effective performance of its duties;
- Consulting with the University Administration in preparing policies and procedures affecting resource allocation.

Between October 2015 and May 2016, the committee met almost weekly and invited the following to help to discuss various resource issues and to fulfill its charge: Gary Roberts (President), Gary Anna (Vice President for Business Affairs), Joan Sattler (Interim Provost), Darrell Radson (Dean FCB), Lex Akers (Dean EGT), Chris Jones (Dean LAS), Jeff Huberman (Dean CFA), Molly Cluskey (Interim Dean EHS), Chris Reynolds (Athletic Director) and Ruth Vednik and Justin Ball (Enrollment Management). Through these meetings and interviews, the committee attempted to objectively review the processes and procedures that go into resource decision-making at Bradley, as well as the results and impacts of these decisions.

On May 4, 2016, the University Resources Committee presented its findings and recommendations for the 2015/16 academic year to the University Senate. The complete PowerPoint presentation, delivered by Mr. Paul Wayvon, Committee Chair, is attached.

The University Resources Committee continues to have serious concerns that were summarized, discussed and presented in five Primary Topics:

1. Financial Transparency
2. Short and long-term planning procedures
3. Financial Observations
4. Convergence Center
5. Post Retirement Medical Benefits



From these five Primary Topics, the University Resources Committee concluded its report with five recommendations:

1. Commit to a fact based, data driven information culture based on financial transparency.
2. Adopt contemporary short and long-term planning/budgeting practices and process to help to avoid future financial losses.
3. Complete a thorough review of the fiscal year 2017 budget to ensure a return to positive operating earnings.
4. Complete all necessary studies and plans to support expenditures for the Convergence Center (market review, marketing, academic, operational, financial...).
5. Commit to a thorough and complete Post Retirement Medical Benefit review process that includes widespread input from the campus faculty and staff and adopt a timeframe for completion that could not reasonably be before December 31, 2016.

The University Resources Committee is confident that if decisive and committed action as noted above is taken by Bradley's administration, Bradley will be much better positioned for success and be able to maintain and grow its premier university standing.

Respectfully submitted,  
University Resources Committee

Members:

Dr. Shyam Bhandari, Finance  
Dr. D. Antonio Cantu, Education  
Dr. Michelle Fry, Chemistry  
Mr. Terrance Kenny, Controller's Office  
Dr. Iqbal Shareef, Engineering  
Mr. Paul Wayvon, Accounting (Committee Chair)

# University Resource Committee Report

May 4, 2016

# URC Report

## Members of Committee

- Shyam Bhandari (FCB Finance)
- D Antonio Cantu (EHS Teacher Education)
- Michelle Fry (LAS Chemistry)
- Terry Kenny (Business Affairs)
- Iqbal Shareef (EGT Industrial and Manufacturing)
- Paul Wayvon (FCB Accounting)

# **URC Report**

## **Invitees**

- Gary Roberts (President)
- Joan Sattler (Interim Provost)
- Gary Anna (VP Business Affairs)
- Darrell Radson (Dean FCB)
- Lex Akers (Dean EGT)
- Chris Jones (Dean LAS)
- Jeff Huberman (Dean CFA)
- Molly Cluskey (Interim Dean EHS)
- Jeff Bakken (Dean Graduate School)
- Chris Reynolds (Athletic Director)
- Ruth Vedvik and Justin Ball (Enrollment Management)

# **URC Report**

- URC Charge (I. e Article V 9.)
  - To foster the compatibility of resource allocations with overall University goals by focusing its attention on University-wide and long-range decisions
  - To review and analyze policies, projections, procedures and results of University actions involving the acquisition and allocation of resources
  - To consult with and discuss its findings with the faculty and other members of the University community
  - To make periodic reports and recommendations to the University Senate which may make recommendations to the President.
  - To obtain timely and needed information from the University Administration as required for the effective performance of its duties
  - To consult with the University Administration in preparing policies and procedures affecting resource allocation

# **URC Report**

## **Primary Topics**

1. Financial transparency
2. Short and long-term planning procedures
3. Financial observations
4. Convergence Center
5. Post retirement medical benefits

# URC Report

## What is Financial Transparency and Why is it Important?

- Transparency is best practice... Essential for fact based, data driven decisions
- Transparency represents full, accurate and timely disclosure of information
- Transparency permits stakeholders a greater understanding of a firms operations, including which parts of the enterprise are most and least cost-effective
- Without transparency, decision making and results may be compromised or less than optimal... problems may go undetected or are offset

**DATA >> INFORMATION >> KNOWLEDGE >> DECISIONS**

# **URC Report**

## **Financial Transparency**

***“To obtain timely and needed information from the University Administration as required for the effective performance of its duties”***

- URC was given insufficient financial information from Administration related to fiscal year fy2015 or fy2016 necessary to perform its review
- URC had only publicly available Financial Statements and IRS 990 reports for fy2015... this “top level” data was inadequate for analysis to complete its charge

# **URC Report**

## **Financial Transparency**

- URC received no details from Administration for \$24.1m of Auxiliary (AUX) expenses in fy2015
  - Primary AUX items are Athletics, Dining, Housing...
  - AUX “Managed as essentially self-supporting activities”
  - **AUX continued to generate losses** in fy2015 (\$.7m)
  - **AUX losses of \$8.3m over last 5 years**
  - In the prior 5 year period, AUX generated \$12.5m to help support overall operations

# **URC Report**

## **Financial Transparency**

- IRS 990 information for fy2015 reported:
  - **“Dining” lost \$.4m in fy2015**
    - This brings the **4-year “Dining” losses to \$4.3m**
    - URC has not received plans, budgets or analysis detailing causes for losses
    - Prior to this period, Dining generated as much as \$1.5m/yr, therefore the Actual and Opportunity cost for Dining was \$10.3m for 4 years
  - **“Athletics” revenue less expenses was \$10.7m negative**
    - This brings **4 year total Athletics subsidy to \$30.4m**
    - (Note – \$10.7m (990 data) not comparable with reported fy2014 \$7.1m Athletics Subsidy)
  - “Housing” revenue less expenses was a \$6.6m positive contribution... but a **\$1.3m (16%) drop** from fy2014 reflective of lower enrollment

# URC Report

## Financial Transparency

- fy2015 Financial statements showed “non-recurring transitional expenses” of \$3.3m
  - Not included in the \$.9m operating income
  - URC requested general details about the source and nature of these expenses
    - Administration reported that fy2015 operating results included a full 12 months of expenses

	<u>fy2015</u>
Operating income	\$0.9
Transitional expenses	<u>(\$3.3)</u>
Operating (loss) incl transition	<u>(\$2.4)</u>
– per audited financial statements	

# **URC Report**

## **Short and long-term budgeting/planning processes**

***“To review and analyze policies, projections, procedures, and results of University actions involving the acquisition and allocation of resources”***

- A majority of invitees expressed a desire to have greater participation in the budgeting process
  - Current Operating “budgets” (“eg., supplies, travel...”) are allocated amounts that have remained relatively unchanged for years
  - Salaries, the primary cost at Bradley, are not included in this “budget” process
- University wide monthly/quarterly financial/budget reports, if prepared, were not made available to the URC

# **URC Report**

## **Short and long-term budgeting/planning processes**

- Medium term financial projections\* (3 to 5 years) were not made available to the URC
  - \* To include detailed Capital Expenditure plans and projections
- A responsibility based measurement/reporting system (i.e., RCM) has been discussed at various levels. However, it still remains at the discussion stage

# **URC Report**

## **Financial Resource Observations – Annual Operating Earnings**

- An operating loss is projected for fy2016
- Standards & Poors Rating Services “revised its outlook to negative from stable”
- State of Illinois financial condition represents an adverse financial impact on Bradley (\$5m of MAP grants for 2015-16). A portion of grants were recently scheduled for release

# **URC Report**

## **Financial Resource Observations – Enrollment**

- ***Tuition revenue declined in fy2015, for the first time***
  - In spite of tuition rate increases
- Freshman enrollment (headcount) is a major resource driver
  - Average freshman enrollment less than 1,000/year over the past 5 years... 929 freshman enrollment in fall 2015. Indications of upward freshman enrollment in fall 2016
- Other major resource drivers for “tuition revenue” are:
  - Student discounts or allowances... 33% in fy2015 (unchanged in fy2014)
  - Transfer student enrollment was down 26% (286 to 212: Fall 2016 vs Fall 2013)
  - Graduate school and online enrollment gains; however, information regarding the financial impact has not been disclosed
  - Retention rate changes and its impact could not be determined by the URC
- Concerns remain regarding whether there are sufficient resources allocated to enrollment management
  - Currently, targeted enrollment by college is not performed
  - Transfer student enrollment is down 26%

# **URC Report**

## **Financial Resource Observations – Convergence**

- The Convergence Center is a planned \$80m-\$90m expenditure for new BUS and EGT buildings. Current buildings will be demolished
  - Marketing, operating, academic and financial plans for Convergence project, if prepared, have not been made available to URC
  - Current BUS/EGT “convergence” curriculum is 3 classes with limited enrollment
- Fund raising is ongoing for this project, however, 100% “gift” funding has not been presented
  - Various combinations of gift, debt and endowment funding have been mentioned

# **URC Report**

## **Financial Resource Observations – Convergence**

- The URC inquired as to any alternate options for the BUS and EGT buildings, ex., renovation options to reduce financial requirements and to utilize existing resources/assets (ex., Westlake renovation)
  - URC was told there are no alternative options
  - Long-term environmental and sustainability issues related to building demolition remain
- The URC inquired as to other University Capital Expenditure priorities at this time (ex., IT, dorms,...)
  - Convergence was identified as the priority

**Convergence Center**  
**Impact on Cash of Debt or Endowment Financing**  
*(\$90m Project... \$45m gifts and \$45m Debt increase or Endowment use)*  
*(\$ millions)*

	Fy2015	\$45m Add'l Debt	\$45m Endow Use
Short term "Cash" assets	\$9.5	\$9.5	\$9.5
Short term "Cash" liabilities	(\$23.7)	(\$23.7)	(\$23.7)
Long term "Cash" assets (incl. investments)	\$283.9	\$283.9	<b>\$238.9</b>
Post retirement medical benefits (unfunded)	(\$50.2)	(\$50.2)	(\$50.2)
Long term liabilities (incl. debt and bonds)	<u>(\$129.7)</u>	<b>(\$174.7)</b>	<u>(\$129.7)</u>
Net "Cash" position*	\$89.7	\$44.7	\$44.7
Seasonal "Cash" needs (estimated)	<u>(\$20.0)</u>	<u>(\$20.0)</u>	<u>(\$20.0)</u>
<b>Net adjusted "Cash"</b>	<b><u>\$69.7</u></b>	<b><u>\$24.7</u></b>	<b><u>\$24.7</u></b>
* - fy2015 balance sheet (excl contributions and PP&E)			
fy2015 operating income (fy2015 transition costs and fy2016 loss should be considered)		\$0.9	\$0.9
Incremental interest cost for debt, endowment use		<u>(\$2.7)</u>	<u>(\$2.3)</u>
<b>Adjusted operating income (loss)</b>		<b><u>(\$1.8)</u></b>	<b><u>(\$1.4)</u></b> <sup>7</sup>

# **URC Report**

## **Post Retirement Medical Benefit (PRMB)**

### **Changes**

- What is PRMB?
  - Bradley employees with at least 10 years of service who retire at age 62 years of age or older can continue to participate in the Bradley's medical plan at the prescribed fees. At age 65, Medicare becomes a retirees "primary" coverage
  - Currently, the PRMB plan has 2 options:
    - Bradley plan or Humana plan (different coverage and costs). Bradley covers 2/3 of the cost of either option, the retiree covers the remaining 1/3

# **URC Report**

## **PRMB**

- As part of their compensation arrangement and through years of service, Bradley employees have earned PRMB that has a value of \$50.2m
  - Actuarially generated and audited value
  - This liability is unfunded
- This is an extremely valuable benefit to many employees
- To lower operating costs and future obligations, Administration is considering changes to the PRMB

# **URC Report**

## **PRMB**

- URC and the Committee on Contractual Arrangements were asked by Administration to provide input to a review of potential changes to PRMB
  - URC is awaiting answers to questions and information requested
  - URC is also awaiting responses to potential scenarios or options
- PRMB is a part of overall compensation at Bradley and other options or changes should be considered as part of a more comprehensive salary review process

# **URC Report**

## **PRMB**

- A formal proposal has not yet been presented by Administration
- Given the end of the academic year, there is not sufficient time for review and discussion with Bradley's employees
- Therefore, the URC is not yet in a position to provide input

(Note – the PRMB problem first arose in 1992 when accounting disclosure rules changed for PRMB. Most enterprises were able to eliminate or substantially reduce this obligation through well executed transition plans.)

# URC Report

## Recommendations

1. Commit to a fact based, data driven information culture based on financial transparency
2. Adopt contemporary short and long-term planning/budgeting practices and processes to help to avoid future financial losses
  - Explore possible implementation of responsibility based accounting systems
3. Complete a thorough review of the fy2017 budget to ensure a return to positive operating earnings
4. Complete all necessary studies and plans to support expenditures for the Convergence Center (market review, marketing, academic, operational, financial...)
5. Commit to a thorough and complete PRMB review process that includes widespread input from campus faculty and staff and adopt a timeframe for completion that could not reasonably be before December 31, 2016

# **Bradley University Senate**

## **Minutes**

### **Special Meeting of the 2015-2016 Senate**

4:20 P.M.-5:00 P.M. May 4, 2016

Michel Student Center – Marty Theater

The election committee chairman presides.

A. Nominations for the office of President.

Motion to nominate Mat Timm for President

*Motion by Tom Carty / 2<sup>nd</sup>*

*Motion Approved*

B. Nominations for the office of Vice President.

Motion to nominate Ahmad Fakheri for Vice President

*Motion by Martin Morris / 2<sup>nd</sup>*

*Motion Approved*

C. Nominations for the office of Secretary.

Motion to nominate Sandra Perry for Secretary

*Motion by Mollie Adams / 2<sup>nd</sup>*

*Motion Approved*

D. Nominations for the At-Large Member.

Motion to nominate Priscella Weaver as an At-Large Member of the Senate Executive Committee

*Motion by Kelly Schwend / 2<sup>nd</sup>*

*Motion Approved*

E. Nominations for the At-Large Member.

Motion to nominate Steve Heinemann as an At-Large Member of the Senate Executive Committee

*Motion by Dan Smith / 2<sup>nd</sup>*

*Motion Approved*

F. Announcement: Mike McAsey has agreed to continue his service as Parliamentarian.

G. Proclamation: Whereas Jobie Skaggs, in her role as Senate President, has provided exemplary service to Bradley University at an especially critical point in its history we say “Thank You!” You and your leadership have provided a point of stability during an otherwise turbulent period. Your many efforts on behalf of the University community are most appreciated. Again, we thank you.

*Proclamation approved*

Meeting Adjourned. 4:30

**Bradley University Senate**  
**2015-2016**

**May 4, 2016 – Eighth Regular Meeting**  
**Faculty (please initial)**

Adams, Mollie	FCB	MTH	Grant, Jean Marie	CEHS		Podlasek, Bob	CCET	RJP
Andersh, Brad	CLAS	BA	Hatfield, Patty	FCB	PH	Portocarrero, Melvy	CLAS	MRP
Brammeier, Heather	SCCFA	HB	Heinemann, Steve	SCCFA	SK	Reyer, Julie	CCET	JR
Bruns, Laura	SCCFA		Herman, Tony	CLAS		Roos, Kelly	CCET	
Bukowski, Jeanie	CLAS	GB	Johnson, Celia	CEHS	CF	Sanchez, Jose	CCET	
Carty, Tom	CLAS	TK	Kelley, Andrew	CLAS	VK	Schwend, Kelly	CEHS	KS
Courtad, James	CLAS	JK	Kidd, Randy	CLAS	RK	Sinha, Amit	FCB	DS
Davidson, Jeannette	CEHS	GW	Krishnamoorthi, K.	CCET	WV	Skaggs, Jobie	CEHS	SG
Degitz, Joe	CEHS		Lewer, Joshua	FCB	GG	Smith, Dan	SCCFA	DD
Dickhaus, Joshua	SCCFA		Lin, Tachun	CLAS	W	Stephens, Paul	FCB	
Evens, Wayne	CLAS	OP	Lohman, Mark	SCCFA		Stover, Naomi	CLAS	ML
Fakheri, Ahmad	CCET	AF	Lozano, Jose	CLAS	TV	Tayyari, Fred	CCET	TD
Flannigan, Peggy	CEHS	Q	Lukowiak, Twila	CEHS		Timm, Mathew	CLAS	MT
Frazier, Meg	Lib	MP	McGill, Monica	SCCFA	WW	Wayvon, Paul	FCB	PA
Glassmeyer, Danielle	CLAS	BS	McQuade, Kristi	CLAS	W	Weaver, Priscilla	CEHS	W
Gobeyn, Mark	CLAS		Morris, Martin	CCET		Williams, Chris	CLAS	
Goitein, Bernie	FCB	BT	Newton, Lee	CLAS	AV	Young, Margaret	SCCFA	
			Perry, Sandra	FCB	SJF			

**Ex-officio (please initial)**

**Students (please initial)**

Akers	Lex	HW	Kindler	Andy	PP	Student Body President	Sarah Handler	
Anna	Gary	DA	Malinowski	Olek	MM	Graduate		
Bakken	Jeffrey	JB	McAsey	Mike	MM	Undergraduate		
Bury	Sandra	SKS	O'Brien	Matt	MM	Undergraduate		
Cluskey	Molly	MC	Radson	Darrell	MM	New Student Body President	Jenna Maria JD	
Galik	Barbara	BB	Roberts	Gary	MM			
Heuser	Jake	SS	Sattler	Joan	SS			
Huberman	Jeffery	EE	Thomas	Nathan	JI			
Jones	Chris	CM						

**Bradley University Senate**

2015-2016

May 4, 2016

**Eighth Regular Meeting**

**Non-voting faculty/staff and guest sign-in**

(please write your name and list your college or unit)

Name	Unit	Name	Unit
Rachel Boston	USG	Aletha Erickson	NUR
Gather Berbly	REG	Tom Richmond	EM
Michelle A. Dz	URC	Heather McCord	FCB
Jay J.	BUS		
Valerie P. Pope	M+L		
Matt McRorow	ETL		
Megan Jastkowak	LIB		
Chris Reynolds	ATHLETICS		
Barbra Kerns	CTEL		
BJ Lawrence	SOCFA		
Gaut Tange	CEPP		
Devin Campbell	LAS		
MSN GARRIGS	FCB		
Shyam Bhandari	FCB		
Jessie Heym	SOC		
Kelly McConaughay	LAS		

May 4, 2016  
Special Meeting of the 2016-2017 Senate  
Attendance Sheet  
2016-2017 Senators

Please write your name and list your college or unit

Name	Unit	Name	Unit
Heather Brammer	ART		
Jeanie Butkowske	IS		
Bernie Fitch	NL		
AMIT SINHA	FIN		
A. Hermann	PSY		
Daniel Huy	ENG		
Teresa Drake	BHS-PCS		
R. Kijo	LAS		
Melvin Portocarrero	WHS		
Tachua Lin	LAS		
John J. R.	FCB		
E. Toyer	CCET		
J. Jackson	ADV		
Darryl Leach	SOC		
M. L. L.	MTI		
Momtaz	BIO		

May 4, 2016  
 Special Meeting of the 2016-2017 Senate  
 Attendance Sheet  
 2016-2017 Senators

Please write your name and list your college or unit

Name	Unit	Name	Unit
Jobie SK	Ex Officio	Joan Lefler	Adv. Office
Jenna Dellaripa	Student Senate President	Jeff Bakke	Grad School
Matthew Tym	LAS	Kraig Rost	?
Leigh & Orange	University	Thommy Palauel	LAS ENG
M. McCay	Math/Physics	Mark D	LAS CHM
Dan Smith	CFA	Sadie Perry	FCB
Ahmad Fathere	ENG	Steve Henderson	CFA
Jeff Kudlow	Reserve	Suey Ann	548
Jeff Bergman	CFA	Surv Nigh	540
Ethan Ham	CFA/IM	Barbara Shulek	574
K. S. Krishnamoorthy	ENG	Meg Frizier	5/4
Andy Kelley	PHL/RLS	Clay Johnson	5/4
Jose Lozano	LAS/Phy	Jon Cawley	5/4
Nathan Thomas	Student Affairs	Melie Adams	FCB
Priscilla Weaver	EHS	Saadra Bay	IRT
Kelly Schenck	EHS	Sara	ENG