



Fifth Regular Meeting  
2020-2021 Bradley University Senate  
3:10 p.m., Thursday, February 18, 2020  
via  
Zoom



## **MISSION:**

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

### **I. Call to Order**

### **II. Announcements**

0. The meeting is being recorded
1. The ad hoc Handbook Rewrite Committee in cooperation with appropriate other Bradley University units is beginning the process of moving the entirety of Part V. Facilities, Services, and Resources to the relevant unit's webpages. Note that these are all Process Three items and as such, the Senate need only be informed of these changes. As the units update their webpages, the corresponding portions of Part V will be deleted. Related editorial changes will be made at that time also.
2. There will be a discussion of the next phase of the Handbook rewrite under New Business.

### **III. Approval of the Minutes of the Fourth Regular Meeting of the University Senate**

See attached Minutes.

### **IV. Report from the Student Body President Emma Hoyhtya**

### **V. Reports from Committees**

#### **A. Curriculum and Regulations**

### **Consent Agenda**

199760	Course Modification	CFA CFA 350 How Hollywood Works
199740	Course Modification	COM COM 409 Advanced Screenwriting Workshop
199500	Course Modification	FIN FIN 425 Portfolio Theory and Management
199499	Course Modification	FIN FIN 426 Financial Research & Modeling
199498	Course Modification	FIN FIN 327 Derivative Securities
194512	Core Curriculum Addition	I M I M 162 Intro to Scripting for Animators
191038	Course Modification	MTG MTG 315 Principles of Marketing

### **Motion Required**

199648	Concentration Addition	BUS Custom Concentration
199502	Major Modification	FIN Finance

**B. Contractual Arrangements.** See attached written report.

## **VI. New Business**

### **A. Resolution:**

Whereas, Bradley University issued termination notices to tenure track faculty in clear violation of Faculty Handbook language as commonly understood by the Faculty, the Bradley University Senate acknowledges that said violation has occurred. We furthermore resolve that Bradley University shall reinstate those faculty into their tenure track positions without prejudice.

**B. Discussion Topic:** The next phase of the Handbook rewriting process.

## **VI. Reports from Administrators**

### **A. President Standifird**

### **B. Provost and Senior Vice President for Academic Affairs Zakahi**

### **C. CFO/COO Cox**

## **VII. Adjournment**

## **MEMO**

**Date:** December 8, 2020

**To:** Executive Committee of the Bradley University Senate

**From:** Committee on Contractual Arrangements (Kristi McQuade, Committee Chair; Dayna Fico, Elena Gabor, Dennis Koch, Tanya Marcum, Anna Ullmann)

**Subject:** Role of Contractual Arrangements Committee in Decision Making

In recent months, the University upper administration has made several decisions that are “contractual” in nature without first seeking input from the Committee on Contractual Arrangements. These include the implementation of the “Voluntary Separation” program, changes to teaching loads based on delivery mode, changes to interim contracts, and the hiring of several external consultants whose recommendations might impact contractual arrangements. The Human Resources office leadership did come to the committee to seek input on potential changes to health, dental, and disability benefits prior to implementation, and modifications were made based on the Committee’s input.

We appreciate the urgency with which some decisions must be made given the financial constraints the University has already been facing and which have been exacerbated by Covid-19, and we know that some of the decisions have difficult consequences. However, we remind the administration that decisions made without consultation/feedback from constituents tend to cause more frustration and resentment due to lack of “in-the-trenches” voices in the process.

In the future, we urge University administration to stand by the principles of shared governance and make its best effort to involve all relevant senate committees at the earliest stages of decisions and especially our committee on issues related to contractual arrangements, as described in the Faculty Handbook language pasted below.

**11. The Committee on Contractual Arrangements**  
(Page 26 Revision 2.17b – November 21, 2019)

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,



Fourth Regular Meeting  
2020-2021 Bradley University Senate  
3:10 p.m., Wednesday, December 9, 2020  
Online Zoom Meeting

## Minutes



### MISSION:

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

### I. Call to Order at 3:12 PM

### II. Announcements

0. The meeting is being recorded
1. There is still a vacancy on the Faculty Grievance Committee. Please forward names of individuals willing to serve to a member of Senate Exec. See also the proposed handbook changes for this committee below. Professors Tony Bedenikovic, Kevin Kimberlin, and Kristi McQuade have volunteered to serve.
2. The ad hoc Faculty Handbook Revision Committee is presently determining which Process 3 items can be removed from the Handbook.
3. Motion to Approve Minute of Third Regular Meeting

Motion: Lex Akers, 2<sup>nd</sup>: Cecile Arquette  
The motion carriers unanimously.

### III. Report from the Student Body President Emma Hoyhtya

No report was presented in the senate meeting.

## **IV. Reports from Committees**

None

## **V. Old Business**

1. Motion to Change the Handbook Language for the Committee on Diversity and Equity  
(Changes in red)

Page 26 and 27

Article V.1.l. Committee on ~~Affirmative Action~~ Diversity and Equity

Article V.14. The Committee on ~~Affirmative Action~~ Diversity and Equity

(Revised on April 18, 2002, October 18, 2018, and on November 15, 2018)

1. The function of the Committee on Diversity and Equity shall be to review and, where appropriate, recommend practices and policies for the purpose of (a) enhancing the diversity of the faculty and student body through recruitment, retention, and other appropriate strategies, and (b) protecting individuals from discrimination and harassment based on age, color, creed, disability, ethnicity, gender, gender identity and expression, marital status, national origin, race, religion, sex, sexual orientation, gender identity and expression or veteran status. The Committee shall make recommendations to the University Senate and to the administrative officers involved in the implementation of affirmative action policies. To accomplish its objectives, the Committee shall periodically solicit and review reports from administrative officers, University Senate, university committees, and others involved in diversity and affirmative action policies. [1] [SEP]
2. The Committee shall be composed of nine members. Six members shall be appointed by the Executive Committee subject to approval by the Senate, ~~one of whom, a Senate member, shall be designated as Chairperson.~~ One member shall be appointed by the Provost and Vice President for Academic Affairs and one member by the Vice President for Legal Affairs. One member shall be a student selected by the Student Senate. Appointments are for three-year renewable terms with staggered terminations. [1] [SEP]
3. The Committee shall elect its own Chairperson and establish its internal operating procedures. These procedures shall be made available to the campus community.

**The motion carriers unanimously.**

2. Motion to change the population rules for the Faculty Grievance Committee.

Faculty Handbook, page 23. Motion: Change Article V.8.2. as indicated below (changes in red)

"The Faculty Grievance Committee shall consist of five members and one alternate who are full-time **tenured** faculty members, **nominated** and elected by and from the full-time faculty. ~~Members shall be nominated and elected by and from the full-time faculty.~~ Members shall be elected for staggered terms of two years. In alternating years, three members shall be elected and, in the subsequent year, two members and one alternate member shall be elected. If a vacancy occurs prior to the completion of a term, the alternate member shall complete..."

**The motion carriers unanimously.**

3. Motion to include Provost as a member of C&R (Changes in red font)

Faculty Handbook Page 16 --

Article V.2. The Committee on Curriculum and Regulations shall consist of the following:

- a. Ex officio members:
  - 1) The Registrar.
  - 2) The Deans of the Colleges and of the Graduate School.
  - 3) A tenured faculty nominated by the Senate Executive Committee and approved by the Senate who shall serve as the chairperson for a renewable three year term. The Chair will receive a one course reduction during the academic year. The Provost's Office will provide the needed committee staff support.
  - 4) **The Provost and Senior Vice President for Academic Affairs.**
- b. Faculty members elected from and by . . .

**The motion carriers unanimously.**

## **VI. New Business**

None

## **VI. Reports from Administrators**

### **A. Provost and Senior Vice President for Academic Affairs Zakahi**

1. Update on dean searches:  
Both dean search committees have met. Leadership profiles are under review.  
An active recruiting process will start soon.
2. HLC accreditation update
  - The HLC will have a virtual visit from April 19 to 21<sup>st</sup>, 2021. The visit team names are to be determined.
  - Thank Molly Cluskey and Jenny Gruening Burge for their leadership in overseeing the development of assurance argument (self-study reports). Thank the steering committee and sub-committees for their work

- Assurance argument is posted on the internal BU website for review. Open for feedback and due to the HLC in March 2021. The files will be submitted to the HLC through online portal.
- Plan to have a small group breakout section in spring forum

3. **Enrollment:** Bradley is not unusual in term of enrollment picture right now. High schools and high school counselors/teachers are trying to get through the COVID. They may delay or not much emphasis on registering for or thinking about college. The number of FAFSA completion by high school students is way down. It indicates that they are not thinking about college.

### **Q&A session:**

**Questions:** If there are any updates on low impact days in Spring 2021? How to address student's concern? [Danielle Glassmeyer, Megan Remmel]

**Provost Zakahi:** A message will be out tomorrow. No due dates for two days in March and April , but classes will meet. The administration had a couple of meetings with a group of students who are representing the disappointment students are expressing. From the feedback, the #1 issue from students is their work load. Some faculty may be compensating with additional work when the class is not in a traditional way. Some students will share their thoughts in a listening session in the Spring forum. We are not in a position to solve the COVID. We do something to mitigate. Faculty may make some adjustments in their syllabi.

### **B. President Standifird**

Open comments on the strategic planning process

- (1) It is a pretty aggressive approach (completed by June 2021). It is challenging: create a process that is both inclusive and not overwhelming. Be thoughtful about how we build on what we have done in the current strategic plan
- (2) University Mission is unchanged; There is faculty and senate engagement throughout the process; It will roll up to and be approved by the board of Trustees. Be aggressive on the timeline so that we can bake this into the next year Budget. Make sure we put resources behind the plan we make.

Pres. Standifird went over the two-page overview of strategy development process step (see APPENDIX)

**Question:** There were a few questions on how “market insights analysis” (STEP3a) will be done. [Burl George, Danielle Glassmeyer]

**Answer:**

Probing questions such as: why do you go to college? What do you hoping to get out of college experience? Why did you choose Bradley specifically, or why did not you choose Bradley?

It will be a balance of students we traditionally go after, and those who we haven't been able to successfully attract.

### **Q&A session:**

**Question:** Will the senate be in the process of approving this work? [Daniel Matisa]

Pres. Standifird: There will be opportunities for all of us to kind of be collectively involved in creation of this. The only group that will formally approve it is the trustees. They will engage the strategic plan. We will ask the trustees to help us get this thing funded. Part of that will be working through the budget.

**Question:** what's the scope of opportunities and challenges in STEP4B: environmental & industry analysis? Are they in recruiting, program creation, fundraising, or all above?

Pres. Standifird: It is all of above. There are some HURON findings. Collect data and identify key areas to make investments,

**[comments]:** Danielle Glassmeyer urges to engage as fully as possible in the shared governance that's existing at Bradley. Building in a place for the senate review and approvals can be a very crucial step in having buy-in on the ground.

**Question:** Will the market analysis data from program preorganization data be used? [Kalyani Nair]

Pres. Standifird:: Those data will be used in STEP4a, 4b and 4c.

**Question:** what's the composition of team #1,2 and 3 in the process? How to ensure that there will be reasonable diversity and equity on those committees.[Jackie Hogan]

Chris Jones (VP Strategy and Innovation) : There are 9 - 11 individuals per team ( 5 appointed faculty members, 1 per college; 2 staff appointed by the VP student affairs, 1 member appointed by the USPC, 1-3 faculty/staff appointed by the senate exec.)

**Comments:** There is no acknowledgement often of the existence of library faculty and library staff. Meg Frazier will communicate with Mat Timm on possible appointed members from the senate exec.

**Question:** There was a message regarding marketing and communication (Nov 2020) about Bradley has begun a brand evolution and crystallization project with *Polish Branding*. Does it have anything to do with the strategic process? [ Jeanie Bukowski]

Pres. Standifird: There's a variety of things we are working on. Some areas where we know we have some immediate challenges. We can do something work before we finalize the strategy. Information and data will be coordinated.

### **C. CFO/COO Blade**

Updates on the current effort:

We are halfway through the fiscal year. The balance of the year will be within the forecast on the operating plan, including some significant one-time expenses related to the COVID. In some line items, we are trending slightly favorable. We are feeling optimistic.

We have done a lot of work to make sure that PPE funding and other things to prepare for the coming Spring Semester. We also worked closely with the dining service and facility to make sure that we find a right balance of serving students and fiscally managing the balance.

There were questions on the expected savings to the university from the changes to health insurance and comments on chronic conditions and provision plan.

**Note:** Crystal Elliot detailed the expected savings to the University from the changes to our health insurance and the expected maximum additional out-of-pocket expense likely to accrue to individuals due to those changes. The information was emailed to all senator on Dec 10, 2020. [see APPENDIX for the information]

In addition, for colleagues who indicate that they expect their increases in their out-of-pocket expenses to exceed what is in the email, please contact either Dana Fico or Crystal Elliot.

## **VII. Adjournment**

Adjourned at 4:33 PM

Submitted by Yufeng Lu, Secretary of Senate

Appendix 1: overview of Bradley University Strategic Planning Process Steps ( 12-7-2020)

Appendix 2: Health Insurance Information (12-10-2020)

## Overview of Bradley University Strategy Development Process

Nov.-Dec.

2020

**STEP 1:** Create draft processes and vet with key audiences.

Dec. 2020

**STEP 2:** President approves and promulgates new university strategic planning process.

Jan. 2021

**STEP 3a:** A *Market Insights Analysis* based on demand analysis is conducted by an outside firm.

Jan. 2021

**STEP 3b:** *Focus groups* held via Zoom and facilitated by faculty and staff members are held with students to validate the data generated by the outside *Market Insights Analysis*.

Jan.-Feb.

2021

**STEP 3c:** *Qualtrics survey email* is sent to faculty and staff.

**\*\* Steps 4a, 4b, 4c, 4d, and 4e, which follow, occur concurrently. \*\***

**STEP 4a:** Drawing from the market insights, one Faculty & Staff Team (**Team #1**) completes a *Strategic Profile* to determine where Bradley University does and does not have alignment with the market.

**STEP 4b:** A second Faculty-Staff Team (**Team #2**) conducts an *Environmental & Industry Analysis*. Surveying the current higher education landscape, this team identifies where Bradley University has the greatest opportunities and the greatest challenges.

**STEP 4c:** A third Faculty-Staff Team (**Team #3**) performs a *Competitive Assessment* to evaluate how Bradley University stacks up relative to other institutions and where it has advantages and disadvantages.

**STEP 4d:** *Strategic Leadership Group* establishes a *Critical Assumptions Framework* to guide its decision making later in the process.

**STEP 4e:** University Strategic Planning Committee (**USPC**) compiles a *Strategic Plan Accomplishments* document to summarize the achievements of the 2017-2022 Strategic Plan as well as to identify areas of the plan where work may not have been completed.

Feb. 2021

**STEP 5:** Strategic Leadership Group receives and reviews input from the USPC and Faculty-Staff Teams 1, 2, and 3. The Strategic Leadership will use this information to create a *Vision Statement*.

**STEP 6:** The Strategic Leadership Group forms small subcommittees of three to four individuals from its own membership to work on focused pieces of the Vision Statement.

**STEP 7:** Strategic Leadership Group reconvenes to blend the work of its subcommittees and arrive at a final Vision Statement.

**Mar.-Apr.  
2021**

**STEP 8:** With the vision in place, the Strategic Leadership Group determines a *Strategic Position* for Bradley with emphasis on *points of parity* (-1's) and *points of difference* (+1's).

**Mar.-Apr.  
2021**

**STEP 9:** Strategic Leadership Group generates *goals and metrics*.

**May 2021**

**STEP 10:** The USPC is organized according to different substantive areas to generate *prospective strategic activities*.

**Jun. 2021**

**STEP 11:** Strategic Leadership Group's reconvenes to narrow the lists of strategic activities generated by the USPC and to determine a *final set of tactics*.

**Jun.-Aug.  
2021**

**STEP 12:** The Strategic Leadership Group engages in tradeoffs, making decisions as to what Bradley will do and fund.

The Board of Trustees *approves strategic plan* in June and *approves budget resources* tied to the plan in August.

**AY 2021-2022**

**STEP 13:** University community communication plan is set. Vice presidents and deans share and discuss approved plan within their respective divisions and colleges

Infrastructure is created to track the progress of the plan.

Plan is monitored quarterly by Board of Trustees.

The President, in general, and specific members of the Senior Leadership Team, in particular, depending on the nature of strategic goal and identified key performance indicators are responsible for evaluating and ensuring successful outcomes.

**AY 2021-2022**

**STEP 14:** The vice presidents and deans cascade the strategy into the university's divisions and colleges. They develop a strategy for their respective divisions and colleges that are consistent with Bradley University's overall strategy.

## RE: Health Insurance Info

Inbox



Crystal Elliott <[celliott@fsmail.bradley.edu](mailto:celliott@fsmail.bradley.edu)>

to me

Thu, Dec 10,  
2020, 5:29 PM Re  
ply

We currently have 23 on the High deductible plan and 753 on PPO.

Crystal

**From:** Mathew Timm [mailto:[mtimm@fsmail.bradley.edu](mailto:mtimm@fsmail.bradley.edu)]

**Sent:** Thursday, December 10, 2020 10:20 AM

**To:** Crystal Elliott <[celliott@fsmail.bradley.edu](mailto:celliott@fsmail.bradley.edu)>

**Subject:** Re: Health Insurance Info

Hi Crystal,

I had a colleague ask how many Bradley faculty and staff presently make use of the insurance Bradley provides. How many make use of the high deductible plan, how many make use of the standard plan?

Thanks,  
Mat

On Wed, Dec 9, 2020 at 6:07 PM Crystal Elliott <[celliott@fsmail.bradley.edu](mailto:celliott@fsmail.bradley.edu)> wrote:  
Dr. Glassmeyer & Dr. Timm,

Apologies for my lack of follow up from the last meeting. I addressed the one individual situation and forgot about the overall request for information.

As we work through the renewals and plan changes, we are able to get estimated savings on different pieces based on enrollments and past claim history. Here is the information we used during our discussions.

During the 2020 renewal, the decision was made that effective 1/1/20 spousal carve out would apply for any new enrollees. Then effective 10/1/20 the folks that had been grandfathered in with the surcharge would have to obtain coverage through their current employer if it was offered. At that time, it was estimated that roughly 50 spouses were on the plan and when their average claims costs were calculated, the plan would save \$600,000.

During early talks for the 2021 renewal, we announced the following changes at the end of April.

BCBS doesn't give us renewal rates for our plan until we are further into the year, so in April we delayed calculating the new premiums but did decide to make the plan design changes as communicated above. As we prepared for open enrollment this fall, it was decided to forego the wellness incentive to free up healthcare resources and to keep our employees away from healthcare facilities due to Covid. All the remaining changes go into effect 1/1/21 and are estimated to save the plan \$900,000.

The maximum additional cost that an employee would pay on the plan based on the plan changes is \$2,000, for some, it's only \$1,000 based on the coverage tier they are in. Please encourage anyone who is estimating their increased costs higher than that to reach out to HR to walk them through understanding the plan. We are happy to help anyone with their specific questions and give support or direction on how to best utilize the plan or other healthcare options.

Thanks and stay well~

Crystal Elliott, MA '00  
Director of Human Resources  
AA-EEO Officer & Title IX Coordinator

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