Bradley University Senate
Agenda
Eighth Regular Meeting of the 2013-2014 Senate

3:10 P.M. May 7th, 2014
Michel Student Center Marty Theater

I. Call to Order

II. Announcements

III. Approval of Minutes

a. Seventh Regular University Senate Meeting, April 17th, 2014 (pages 5-13)

IV. Reports from Administrators

a. President Glasser
b. Provost Glassman

V. Report from Standing Committees

a. Committee on Curriculum and Regulations

i. Proposed Revisions to B.S. Requirement Language (page 14)

ii. Policy on faculty oversight of for Proposals from Two Programs (page 15)

iii. Major Modification

104966	BIO Environmental Science
97113	COM Advertising
97115	COM Journalism
97114	COM Public Relations
106902	HIS History
106888	I M Interactive Media
105062	M E Mechanical Engineering

iv. Concentration Modification

81902	BIO Environmental Science Biology Concentration
105072	CHM Environmental Science Chemistry Concentration

105071 PHY Environmental Science Physics Concentration

v. Program Modification

106966 ETE K-12 Music Education
107558 NUR Bachelor of Science in Nursing (BSN) (EHS NUR RN)
107555 NUR Bachelor of Science in Nursing (EHS NUR)

107556 NUR Bachelor of Science in Nursing and Master of Science in Nursing (BSN/MSN) Combined Programs (EHS NAD 41)
107557 NUR Bachelor of Science in Nursing and Master of Science in Nursing (BSN/MSN) Combined Programs (EHS NED 41)

vi. Course Addition

103767 HIS HIS 333 Cross-Cultural Contacts
106883 I M I M 226 Interactive Media Practicum I
105073 IDP ENS 150 Introduction to Environmental Science
105075 IDP ENS 470 Environmental Science Capstone
106968 MTH MTH 435 Stochastic Processes
109327 NUR NUR 407 Community Health Practicum RN-MSN
103731 SOC LAS 325 International Programs Special Topics in LAS

vii. Course Modifications

97121 COM COM 323 Newspaper Editing and Design
97122 COM COM 325 Advertising Design and Production
97123 COM COM 383 Desktop Publishing
105569 COM COM 416 Researching Communication in Organizational Culture
97124 COM COM 474 Advanced Copywriting
97125 COM COM 481 Advertising Campaigns
109465 FCS FCS 171 Sanitation, Health, and Safety
106896 HIS HIS 205 Non-Western Civilization: Latin America
106897 HIS HIS 206 Non-Western Civilization: the Middle East
106898 HIS HIS 207 Non-Western Civilization: Modern Japan, 1860-Present
106899 HIS HIS 208 Non-Western Civilization: Russian History
106884 I M I M 426 Interactive Media Practicum II

105162 BIO BIO 506 Advanced Microbiology

viii. Course Deletion

103789	BIO BIO 200 Human Anatomy and Physiology
103790	BIO BIO 205 Pathophysiology

b. Regulations and Degree Requirements

i. Academic Calendar for 2016-2017 (pages 16-17)

ii. Policy on Transfer of Grades of D (page 18)

c. Graduate Executive Committee

i. Dismissal Policy Change (page 19)

ii. Tuition Scholarship Requirements Policy Change (page 19)

iii. Program Modification

107556	NUR Bachelor of Science in Nursing and Master of Science in Nursing (BSN/MSN) Combined Programs (EHS NAD 41)
107557	NUR Bachelor of Science in Nursing and Master of Science in Nursing (BSN/MSN) Combined Programs (EHS NED 41)

iv. Course Modification

105162	BIO BIO 506 Advanced Microbiology

d. Annual Reports from Standing Committees

i. Admissions and Retention (page 21)
ii. Affirmative Action (page 22)
iii. Contractual Arrangements (pages 23-25)
iv. Continuing Education and Professional Development (page 26)
v. Curriculum and Regulations (page 27)
vi. Elections (pages 28)
vii. Faculty Grievance (page 29)
viii. Honorary Degrees (page 30)
ix. Retirement Advisory (page 31)
x. Sabbatical Leave (page 32)
xi. Strategic Planning (page 33)
xii. Student Grievance (page 34)

xiii. Tenure, Promotion & Dismissal (page 35)
xiv. University Resources (page 36-56)

VI. Unfinished Business

a. Proposed Faculty Handbook Changes (page 20)

b. Announcement towards rescinding the vote to delete the Engineering Physics Major

99091 EGT Engineering Physics

VII. New Business

VIII. Other Business

a. Report from Student Senator

IX. Adjournment

Bradley University Senate
Minutes
Seventh Regular Meeting of the 2013-2014 Senate

3:10 P.M. April 17th, 2014
Michel Student Center Marty Theater

I. Call to Order

II. Announcements

a. Please sign the attendance sheet.
b. All committees have been directly contacted and we can look forward to their oral reports in the next two meetings. This will include SENATE EXEC.
c. Reminder that many of you will be either be rolling off of senate at the end of the year or need reelection. Please remind your colleges to hold elections where appropriate.
d. University Senate gathering will be scheduled. Thanks to the generosity of the Provost's Office for supporting and acknowledging our service.

III. Approval of Minutes

a. Sixth Regular University Senate Meeting, March 27th, 2014 (p. 8-15)

Note: correction to Roman numerals and one typo.

Approved by General Consent

IV. Reports from Administrators

a. President Glasser – No Report (due to travel)
b. Provost Glassman
    i. General Education Review
        1. Steering Committee developed unified models (a modification of the previous "consensus" model)
    ii. Cost-Sharing Model has been reformulated
        1. Model will be implemented June 1, 2014
        2. Model is based on number of centers/institutes
        3. Model will incentivize departments/colleges to generate more external funding
    iii. Reporting as Honorary Degree Committee:

1. Met several times throughout AY regarding recommendations for Honorary Degrees
2. Judge Joe Billy McDade was awarded an Honorary Degree at December '13 commencement
3. Howard Lance will receive Honorary Degree at May 2014 commencement

iv. Reporting as Strategic Planning Committee:
1. Reviewed data points for Strategic Initiatives
2. Met with Admissions/Enrollment Management to discuss diversity on campus
3. Quarterly Progress Reports were provided to Board of Trustees

v. Reporting as Curriculum & Regulations Committee:
1. Reviewed new/modified programs and courses

V. Report from Standing Committees

a. Committee on Curriculum and Regulations

i. Recommended new Affiliated Programs for Study Abroad

1. Argentina: CEA Program in Buenos Aires
2. Czech Republic: AIFS Program at Charles University, Prague
3. England: Keele University, Staffordshire
4. Greece: College Year in Athens Program
5. Ireland: University College Dublin
6. The Netherlands: IES Programs in Amsterdam
7. Spain: a new program affiliate in Madrid – either IES Madrid **or** CEA Global Center Madrid

While removing:

1. England: The University of Hull, University of Wolverhampton, and London American Intercontinental University
2. Hong Kong: Syracuse University Hong Kong
3. Cortona: University of Georgia program
4. Malta: University of Malta

1st Amit Sinha / 2nd Jean Marie Grant – Motion Approved

ii. Program Modifications

106965 ETE K-12 Special Program
106964 ETE Secondary Education

84305 ETL Management, Entrepreneurship, Management Information Systems, Business Law, MBA

1st Wayne Evens / 2nd Jean Marie Grant – Motion Approved

iii. Program Deletion

106967 ETE K-12 Foreign Language Education

1st Wayne Evens / 2nd Jean Marie Grant – Motion Approved

iv. Major Modification

99669 ETE Early Childhood - Elementary Education
99665 ETE Early Childhood Education
99666 ETE Elementary Education
99668 ETE Learning Behavior Specialist - Elementary Education
99667 ETE Learning Behavior Specialist I
104606 ATG Accounting 3/2

1st Jean Marie Grant / 2nd Wayne Evens – Motion Approved

v. Concentration Modification

107579 ETE Fine Arts Concentration for Education Majors
107578 ETE Foreign Language Concentration for Education Majors
107577 ETE General Social Studies Concentration for Education Majors
107576 ETE Mathematics Concentration for Education Majors
106564 M L Legal Studies

1st Jean Marie Grant / 2nd Wayne Evens – Motion Approved

vi. Course Addition

94388 CHM CHM 162 Fundamentals of Organic and Biochemistry
105567 ECO ECO 199 Foundational Topics in Economics
106579 ETE ETE 194 Physical Education for P-6 Schools
106904 ETE ETE 196 Fine Art in the P-6 Schools
106909 ETE ETE 216 Effective Planning and Instruction for Middle School Teaching
106918 ETE ETE 236 Assessment of English Language Learners
106919 ETE ETE 237 Practicum for Teaching English Learners
106921 ETE ETE 301 Novice Teaching Experiences in Music Classrooms P-8
106923 ETE ETE 303 Novice Teaching Experience in K-12 Classrooms
106926 ETE ETE 305 Novice Teaching Experience in a LBSI Setting
106927 ETE ETE 307 Novice Teaching Experience in Grades 5-8
106928 ETE ETE 308 Novice Teaching Experience in the High School

106929 ETE ETE 310 Teacher Performance Assessment
106937 ETE ETE 355 Methods of Teaching Middle School Social Studies
106938 ETE ETE 356 Methods of Teaching Middle School Science
106939 ETE ETE 357 Methods of Teaching Middle School Mathematics
106955 ETE ETE 491 Student Teaching 5-8
101272 FCS FCS 131 The Fashion Industry
103773 HIS HIS 330 Modern China
106969 I M I M 110 Introduction to Interactive Media Design
106881 I M I M 120 Concepting and Storytelling for Interactive Media
106571 MUS MUS 492 Topics in Music

99264 E E ECE 570 Embedded Data Structures and Object Oriented Programming

Approved by General Consent

vii. Course Modifications

94392 CHM CHM 161 Organic-Biochemistry Laboratory for Health Sciences
94403 CHM CHM 522 Clinical Chemistry
82329 EHC EHC 380 Independent Study
106578 ETE ETE 115 The History of Education in the United States
99657 ETE ETE 211 Human Development from Birth to Young Adulthood
106908 ETE ETE 215 Strategies for Effective Teaching
106910 ETE ETE 217 Planning and Instruction in Secondary Classrooms
106911 ETE ETE 222 Gifted Education in American Schools:
106912 ETE ETE 223 Gifted Education: Strategies and Practicum
106913 ETE ETE 227 Development of the Early Adolescent
106914 ETE ETE 228 Strategies for Middle School
107575 ETE ETE 228 Strategies for Middle School
106915 ETE ETE 230 Adapting Curriculum to Support Inclusive Environments
106916 ETE ETE 234 Language Development
106917 ETE ETE 235 Methods of Teaching English Language Learners
106920 ETE ETE 291 Assistive Technology for Individuals with Special Needs
106922 ETE ETE 302 Novice Teaching Experience in Secondary Music
106924 ETE ETE 304 Early Childhood Novice Teaching Experience
106925 ETE ETE 306 Novice Teaching Experience K-8
106931 ETE ETE 322 Emergent Literacy: Reading and Writing Across
106932 ETE ETE 324 Early Childhood Special Education Methods
106933 ETE ETE 328 Early Childhood Methods

99655 ETE ETE 336 Methods of Teaching Science K-8
106934 ETE ETE 345 Guiding Learners: Creating Safe Learning Environments
106935 ETE ETE 351 Elementary School Music Methods for Music Majors
106936 ETE ETE 352 Secondary School Music Methods for Music Majors
106940 ETE ETE 373 Methods of Teaching Secondary Mathematics
106941 ETE ETE 379 Novice Teaching Experience in the Secondary School
106945 ETE ETE 393 Characteristics and Methods for Learners with
106946 ETE ETE 395 Secondary Special Education
106947 ETE ETE 425 Life Planning for Learners with Exceptionalities
106948 ETE ETE 426 Assessments for Learners with Exceptionalities
106949 ETE ETE 443 Early Childhood Assessment
106951 ETE ETE 445 Multidisciplinary Collaboration
106953 ETE ETE 485 Early Childhood Profession: Reflective Practices
106956 ETE ETE 493 Student Teaching For Music K-12
106957 ETE ETE 494 Student Teaching for LBS I and K-8
106958 ETE ETE 495 Student Teaching in Early Childhood and K-8
106959 ETE ETE 496 Student Teaching in LBS I
106960 ETE ETE 497 Student Teaching in Early Childhood
106961 ETE ETE 498 Student Teaching K-8
106962 ETE ETE 499 Student Teaching in the Secondary School
84242 ETL ENT 280 Entrepreneurial Creativity
106887 I M I M 115 Introduction to Interactive Media Development
105031 MTG MTG 304 Professional Selling
101188 NUR NUR 303 Research in Nursing
100194 NUR NUR 404 Community Health Nursing - Theory
100195 NUR NUR 405 Cooperative Education in Nursing (Theory)
100196 NUR NUR 406 Cooperative Education in Nursing (Theory)
100197 NUR NUR 408 Adult Health III: Medical-Surgical Nursing (Theory)
100198 NUR NUR 409 Senior Practicum I
100199 NUR NUR 410 Adult Health IV: Nursing Care of the Patient with
100200 NUR NUR 414 Senior Seminar: Preparation for Professional Nursing
100201 NUR NUR 415 Cooperative Education in Nursing
100202 NUR NUR 416 Cooperative Education in Nursing (Practicum)
100203 NUR NUR 417 Senior Practicum II
100204 NUR NUR 418 Nursing Leadership: Concepts & Issues
100205 NUR NUR 419 Independent Studies in Nursing
100206 NUR NUR 420 Independent Studies in Nursing
100207 NUR NUR 421 Role Exploration in Professional Nursing

106963 ETE ETE 515 Mathematics Methods for the Middle School

48676 ETL BLW 542 Legal Environment of Business
84282 M L M L 553 Operations Management

Approved by General Consent

viii. Course Deletion

94390 CHM CHM 150 Fundamentals of Organic Chemistry
94391 CHM CHM 160 Fundamentals of Biochemistry
106905 ETE ETE 197 Music in P-8 Schools
106906 ETE ETE 198 Movement in the P-8 Schools
106907 ETE ETE 199 Art in the P-8 Schools
106930 ETE ETE 320 Practicum in Education
106942 ETE ETE 380 Novice Teaching Experience in a K-12 School
106943 ETE ETE 381 Field Experiences in Elementary Music Teaching
106944 ETE ETE 392 Novice Teaching Experience for LBSI
106952 ETE ETE 480 Teaching Portfolio
106954 ETE ETE 492 Practicum For Second Certification
106877 I M I M 443 Concepting and Storytelling for Animation and Visual
106878 I M I M 453 Concepting and Storytelling for Game Design

Approved by General Consent

b. Graduate Executive Committee

i. Program Modification

104605 ATG Master of Science in Accounting
103724 BUS Teresa S. Falcon Executive Master of Business Administration

1st Jean Marie Grant / 2nd Wayne Evens – Motion Approved

ii. Course Additions (Information Only)

95957 ETL ENT 660 Additional Readings in Entrepreneurship
95950 ETL ENT 689 Topics in Entrepreneurship
96334 ETL MIS 658 Topics in Management Information Systems
96335 ETL MIS 660 Readings in Management Information Systems

iii. Course Modifications (Information Only)

103719 BUS BUS 621 The Leadership Challenge
103721 BUS BUS 629 Cost Management

105087 BUS BUS 635 Communication Workshop
103715 BUS BUS 637 Attracting & Developing Talent
103717 BUS BUS 639 Building Employee Commitment
103723 BUS BUS 655 Leading Successful Change
105088 BUS BUS 658 EMBA Topics
103632 ETL ENT 682 Entrepreneurship
98221 ETL MIS 613 Advanced Algorithms for Business
96340 ETL MIS 614 Topics in Advanced Business Technology
97307 ETL MIS 671 Productivity Software for Managers
97303 ETL MIS 672 Information Systems Management
97304 ETL MIS 673 Data Communications for Managers
97305 ETL MIS 675 Managing Systems Development
97306 ETL MIS 676 Electronic Commerce
105166 FIN FIN 622 Financial Management
84283 M L M L 602 Organizational Behavior
97127 M L M L 608 Open Book Management
84286 M L M L 615 Interpersonal Relations
84287 M L M L 620 Management Theory
84288 M L M L 628 Business Policy and Strategy Formulation
101338 M L M L 630 Management in Healthcare Organizations
84289 M L M L 655 Organizational Change
84290 M L M L 657 Executive Development
84291 M L M L 658 Topics in Business Administration
84292 M L M L 659 Topics in Management
84293 M L M L 660 Readings in Business Administration

c. Contractual Arrangements

i. Recommendation to change Faculty Handbook (p. 7)

1st Wayne Evens / 2nd Steve Tippett (discussion/vote @ May Senate Meeting)

d. Retirement Advisory Committee:

Senator Sinha: Nothing to Report

e. University Resource Committee

Note: Senator Wayvon acknowledges University Resource Committee, states the following report is to be considered "internal," and gives presentation.

VI. Unfinished Business: N/A

VII. New Business

1. Senators Lozano and Kimberlin state that they will request Senate Vote on Item #99091: EGT Engineering Physics (March 27, 2014 Senate Meeting) be rescinded at May 7, 2014 Senate Meeting.

VIII. Other Business

a. Report from Student Senator: President Jason Blumenthal

1. examining ways to restructure Student Senate to ensure that the student concerns are voiced in the proper manners.
2. Combating Student Apathy and increasing Leadership training for student organizations on campus. (We will need Faculty and Staff buy in and assistance)
3. Brave Life App has been expanded to assist not only with a better Bradley experience for current students but for prospective students as well.
4. Communication amongst groups and administrators will increase through new joint meetings between large groups on campus such as Student Senate, ACBU, IFC, NPHC
5. Blumenthal Administration we attempt to re-energize the Student Body to remember why we are the Bradley Braves.

IX. Adjournment: *1st Wayne Evens / 2nd Jose Lozano – Motion Approved*

Bradley University Senate
2013-2014
April 17, 2014
Attendance Sheet

FACULTY
(please initial)

Adams, Mollie (FCBA)	MTA	Heinemann, Steve (SCCFA)		Peterson, Melissa (EHS-L)	
Andersh, Brad (CLAS)		Hertich, Alex (CLAS-L)		Podlasek, Bob (CCEGT)	
Bashri, Maha (SCCFA)		Hill, Donna (FCBA-L)		Quigg, David (CLAS)	
Britner, Shari (EHS-L)		Jost, Jennifer (CLAS)		Reyer, Julie (CCEGT)	
Bruns, Laura (SCCFA)		Kelley, Andrew (CLAS)		Rowe, Robert (SCCFA)	
Curtis, Craig (CLAS)	RCC	Kim, Jihyun (CLAS)		Sánchez, José (CCEGT)	
Davidson, Jeannette (EHS)		Kimberlin, Kevin (CLAS-L)		Schweigert, Wendy (CLAS)	
Degitz, Robert (EHS)				Sconduto, Leslie (CLAS)	
Erickson, Deborah (EHS)		Krishnamoorthi, K. (CCEGT)		Shastry, Prasad (CCEGT)	
Etaugh, Clair (CLAS-L)(sab f12)		Lohman, Mark (SCCFA)		Sinha, Amit (FCBA)	
Evens, Wayne (CLAS)		Lozano, Jose (CLAS)		Skaggs, Jobie (EHS)	
Frazier, Meg (Lib)		Lukowiak, Twila (EHS)		Tayyari, Fred (CCEGT)	
Gabor, Elena (SCCFA)		McGill, Monica (SCCFA)		Tippett, Steve (EHS)	
Glassmeyer, Danielle (CLAS)		Mehta, Paul (CCEGT)		Toxqui, Aurea (CLAS)	
Goitein, Bernie (FCBA)		Morris, Martin (CCEGT)		Wang, Yun (CLAS)	
Grant, Jean Marie (EHS)		Newton, Lee (CLAS)		Wayvon, Paul (FCBA)	
Gretz, Rick (FCBA)		O'Brien, Matt (FCBA)		Larry Xue (CLAS)	
Hatfield, Patty (FCBA-L)				Young, Margaret (SCCFA)	

Hunzicker, Jana

EX-OFFICIO
(please initial)

Akers, Lex		Huggins, Brian	
Anna, Gary		Malinowski, Olek	
Bakken, Jeffrey		McAsey, Mike	
Beaty, Kathie		Radson, Darrell	
Galik, Barbara		Robertson, Stacey	
Glassman, David		Ruch, Chuck	
Pres. Glasser, Joanne		Sattler, Joan	
Huberman, Jeffrey		Thomas, Nathan	
Paul Schrodt		Jake Heuser	

STUDENTS
(please initial)

Jason Blumenthal			

Proposed Revisions to B.S. Requirement Language

Current catalog copy

Requirements for the B.S. Degree

In order to receive the Bachelor of Science degree, students must successfully complete at least 6 hours of courses selected from physical and natural science, mathematics, computer science, statistics, or quantitative methods in addition to the hours used to fulfill the University general education requirements. The following courses may be used to fulfill the additional 6-hour requirement for the B.S. degree—all courses in astronomy, biology, chemistry, computer science, geological sciences, physics, mathematics (except MTH 109), technical mathematics, and, in addition, these courses: BMA 372, ECO 319, FCS 303, QM 262, QM 263, PSY 324, and SCI 101.

Proposed catalog copy

Requirements for the B.S. Degree

In order to receive the Bachelor of Science degree, students must successfully complete at least 6 hours of courses selected from mathematics, computer science, and the natural sciences in addition to those hours used to fulfill the University general education requirements. The following courses may be used to fulfill the additional 6-hour requirement for the B.S. degree—all courses in astronomy (AST), biology (BIO), chemistry (CHM), computer science and information systems (CS and CIS), geological sciences (GES), physics (PHY), science (SCI), mathematics (MTH, except MTH 109); any course cross-listed with a course offered under any of the prefixes listed above; any course approved for MA, FS, or TS credit; and, in addition, all other courses approved for B.S. credit by the University Senate.

Faculty Oversight for Proposals from Three Programs

Background: For a curriculum proposal from an academic department, the CRCRS process routes the proposal through a college curriculum committee. (See the Routing Assignment link in the CRCRS system.) Those committees are populated by faculty. At this time, if a curriculum proposal comes from one of the three units Pre-Law Center, Pre-Professional Health Center, and the Turner School of Entrepreneurship and Innovation, there is no corresponding oversight committee at a similar level. At the direction of the University Senate in its December 2013 meeting, the Curriculum and Regulations Committee with input from the Subcommittee on Curriculum recommends that the following oversight committees be incorporated into the CRCRS system.

(1) The Pre-Law Center has an existing advisory committee. This committee is to select five of its members to act in the role of a college curriculum committee in the CRCRS process for proposals coming from the Pre-Law Program.

(2) The Pre-Professional Health Center has no advisory group at this time, so for purposes of the CRCRS process, a committee will be formed consisting of one faculty member each from the Physical Therapy and Health Science Department, the Nursing Department, the Department of Family and Consumer Sciences, the Chemistry & Biochemistry Department, and two members from the Biology Department. (The two members from Biology reflect the fact that more of their majors apply to medical/dental and other such schools than the other departments.) This committee would then act in the role of a college curriculum committee for proposals coming from the Pre-Health Program.

~~(3) For purposes of curriculum proposals *only*, the curriculum proposals from the Turner School will be reviewed for approval by the curriculum committee of the Foster College of Business.~~

Other details of the proposal needing clarification are: (a) how committees are to be formed (appointed, elected,…) (b) how to select chairs of these committees, and (c) the length of terms of the members.

REVISED
ACADEMIC CALENDAR
2017-18

FIRST SEMESTER

August 14, Monday	Reporting date for faculty
August 19, Saturday	Residence halls open
August 23, Wednesday	Classes begin
October 7, Saturday	Fall Recess begins
October 11, Wednesday	Classes resume
November 22, Wednesday	Thanksgiving Recess begins (no classes)
November 27, Monday	Classes resume
December 5, Tuesday	Last day of classes
December 6, Wednesday	Study Day
December 7, Thursday	Final Examinations begin
December 13, Wednesday	Final Examinations end
December 16, Saturday	Commencement

JANUARY INTERIM

January 2, Tuesday	First day of classes Classes meet Monday – Saturday
January 15, Monday	Final Examinations

SECOND SEMESTER

January 8, Monday	Reporting date for new faculty
January 14, Sunday	Residence halls open
January 17, Wednesday	Classes begin

2017-18, continued

SECOND SEMESTER, continued

March 10, Saturday	Spring Recess begins
March 19, Monday	Classes resume
May 1, Tuesday	Last day of classes
May 2, Wednesday	Study Day
May 3, Thursday	Final Examinations begin
May 9, Wednesday	Final Examinations end
May 12, Saturday	Commencement

SUMMER SESSIONS

May 14, Monday	May Interim I begins
May 14, Monday	May Interim II begins
NO CLASSES on Memorial Day Holiday	
June 1, Friday	May Interim I ends
June 4, Monday	Summer Session I begins
NO CLASSES on Fourth of July Holiday	
July 6, Friday	Summer Session I ends May Interim II ends
July 9, Monday	Summer Session II begins
August 10, Friday	Summer Session II ends

Policy on Transferring a Grade of D

The Academic Regulations and Degree Requirements Committee was charged with reviewing Bradley's current policy on transferring a grade of D from another collegiate institution. The present policy is considered complex and unfair. The ARDR Committee's charge was to develop and recommend a policy that treats all students fairly and lets individual departments prevail in enforcing their specific rules pertaining to transferrable grades.

The current Bradley University policy reads as follows:

Courses with grades of "D" from a particular institution will be considered for transfer only if the student's cumulative grade average at that institution is at least 2.0 out of 4.0 at the time of transfer. The grade average for subsequent evaluations will be calculated only on the work not yet recorded on the Bradley permanent scholastic record. Once work with D grades has been evaluated and denied, it will not be evaluated again with work taken at a later time. (In some majors, D credit for transfer work does not count to fulfill specific requirements in that major.)

The ARDR Committee recommends deleting all but the last sentence for a new policy that will treat all transfer students fairly regardless of the number of courses transferred and the grades received in transferred courses. The last sentence ensures that students and faculty are notified that grades of D may not count for specific majors.

The new policy will read as follows:

D credit for transfer work does not count to fulfill specific requirements in a major, minor or program where a grade a "C" or better is required.

Dismissal Policy

Previous Policy

If a graduate student receives 2 C's, he/she is dismissed from their graduate program. However, dismissed students are virtually always reinstated after completing a procedure which requires the student to visit multiple offices to obtain a number of signatures on a form.

New Policy

Dismissal will ~~should~~ be based only on a cumulative GPA of less than 3.0~~. not on particular letter grades.~~ Students who have a GPA below 3.0 will ~~should~~ be placed on academic probation and their tuition scholarships or graduate assistantships will ~~should~~ be revoked. Students will ~~would~~ then have two semesters in which to bring their GPA's back to 3.0 or higher. Whether a student will ~~would~~ be required to re-take a particular class will be left to the department's discretion. If the student does ~~did~~ not reach the minimum 3.0 GPA after two semesters ~~at that point~~ they will ~~would~~ be dismissed.

In keeping with past precedent, a graduate assistant who has unique skills/special circumstances which are required by a particular position (i.e., a lab or assistance with an undergraduate course) may be allowed to continue an assistantship if the coordinator, department chair, college dean, and dean of the Graduate School all approve. An undergraduate course should not be impacted by a graduate student's academic probation if a replacement cannot be found.

Tuition Scholarship Requirements

Previous Policy

Dean Bakken observed that Bradley is unique in awarding tuition scholarships (discounts) based on the undergraduate GPA. Currently, the GPA earned in the last 60 undergraduate hours are the basis for awarding either a 20% discount (3.25 or higher GPA) or a 35% discount (3.75 or higher gpa). To continue receiving the scholarship/discount, a student must maintain only a 3.0 GPA and the percentage is not changed unless a student is awarded an assistantship. After the assistantship ends, the student must re-apply for a scholarship/discount, and at that time, the graduate GPA is used for calculating the award. Students may be admitted with a 35% scholarship, get a GA, and then have only a 20% scholarship – or vice versa.

New Policy

The two scholarship levels of 20% and 35% will continue and that each one would require a different minimum GPA for continuation (3.25 minimum GPA to continue receiving the 20% discount and 3.5 GPA to continue receiving the 35% discount).

Recommended Faculty Handbook Changes

1. **Current/Amended Language: Chapter 2, Section B, Part 1, subsection b, Page 35.**

b. Full-time and part-time positions not eligible for tenure, consisting of the following ranks:
~~Temporary~~ Instructor In Residence
~~Temporary~~ Assistant Professor In Residence
~~Temporary~~ Associate Professor In Residence
~~Temporary~~ Professor In Residence
~~Temporary~~ Distinguished Professor In Residence
The criteria for determination of rank in ~~temporary~~ in residence appointments are the same as those stipulated for full-time tenure-eligible positions. While there are a variety of circumstances in which an ~~temporary~~ in residence appointment may be appropriate for a department, it is expected that they will entail only a brief association with the University. (See Annual Contracts). ~~Temporary~~ In residence appointees are not eligible for tenure while serving in an ~~temporary~~ in residence appointment status.

2. **Current/Amended Language: Chapter 2, Section D, Part 6, Page 85**

The Lecturer position is not to be used to fill curricular needs that are appropriately met by professorial tenure-track positions. To provide for enrollment fluctuations, part-time and full-time ~~temporary~~ in residence faculty appointments will augment professorial tenure-track appointments. The Lecturer position is intended to be a continuing appointment. Therefore, positions are designated as Lecturer; based only on a demonstrated sustainable curricular need.

Memorandum

To: Bradley University Faculty Senate

From: Admissions & Retention Committee

Date: 5/12/2014

Re: Annual Report 2013-14

The Admissions and Retention Committee met to discuss the current status of admissions and retention numbers for Bradley University.

The Committee recommends that the University undertake both Admissions and Retention Initiatives.

Respectfully submitted

Herbert E. Kasube

Herbert E. Kasube, Chair

To: Senate President
From: Chair, Senate Standing Committee on Affirmative Action
Report for 2013-14

AAC met in fall 2013, when it established its priority topics of diversity of faculty and of students

AAC met in Spring 2014 with Ms. Nena Peplow, SPHR, Director of Human Resources/AA-EEO Officer of
Bradley University.

We reviewed faculty diversity data and practices. We noted substantial growth in the female percentage of
faculty over the years from 1989 through 2013, reaching up to over 40% female by 2013.

Discussion of faculty race/ethnic diversity highlighted importance not just of recruitment of diverse
faculty, but also of their retention, and the potential value of mentoring relations with the new faculty
to assist with retention.

Further discussion pointed to need to work with CTEL on faculty retention/mentor matters.

Respectfully submitted,
Bernard Goitein
Chair
Senate Standing Committee on Affirmative Action

To: Matt O'Brien, President of the University Senate

From: Committee on Contractual Arrangements (Kristi McQuade, Chair; Shari Britner; Mark Brown; Mark Gobeyn; Pratima Gandhi)

Re: Annual Report (2013-14 academic year)

Date: April 28, 2014

The following activities were performed by the Committee on Contractual Arrangements during this past academic year.

1. Indirect Cost Sharing
   In September, Provost Glassman met with the committee to appraise us of his progress in developing a proposal to make changes to the University's Indirect Cost Sharing policy.

2. Faculty Retirement Benefit
   The committee collected retirement benefit data for seventeen peer institutions from a list provided to us by Provost Glassman. A summary of the data is attached. The data clearly demonstrate that Bradley's 5% matching contribution puts us at the very low end among our peers. To remain competitive in recruiting high quality faculty and to adequately compensate our current faculty, we strongly urge the administration to consider increasing the retirement benefit as a component of the next salary initiative.

3. Faculty titles
   The Committee was asked by the Senate Executive Committee to discuss the possibility of replacing the "Temporary" designation for non-tenure-track faculty appointments. The motivation for such a change is that we have several dedicated faculty who have been serving the University under the "Temporary" title for twenty years and longer. This is despite the fact that the faculty handbook states that Temporary appointments "will entail only a brief association with the University." While the Committee strongly believes that the University's top priority should be to fund tenure-track positions to meet long-term instructional needs, we also agree that a change in title is in order to more appropriately represent long-serving individuals and to be consistent with the policy laid out in the Handbook. Having considered titles used at Bradley and other institutions, the Committee recommends the following changes to the Handbook II.B.1.b. (New text shown in italics.)

   b. Full-time and part-time positions not eligible for tenure, consisting of the following ranks:

~~Temporary Instructor~~	Instructor In-Residence
~~Temporary Assistant Professor~~	Assistant Professor In-Residence
~~Temporary Associate Professor~~	Associate Professor In-Residence
~~Temporary Professor~~	Professor In-Residence
~~Temporary Distinguished Professor~~	Distinguished Professor In-Residence

The criteria for determination of rank in temporary appointments are the same as those stipulated for full-time tenure-eligible positions. ~~While there are a variety of circumstances in which a temporary appointment may be appropriate for a department, it is expected that they will entail only a brief association with the University. (See Annual Contracts).~~ ~~Temporary~~ *In-Residence* appointees are not eligible for tenure while serving in ~~a temporary~~ *an In-Residence* appointment status.

4. Sabbatical Leave Policy

   The Committee was asked by the Senate Executive Committee to discuss the handbook language regarding sabbatical leave. Specifically, there was concern that because some individuals are eligible to apply for sabbatical at the same time they apply for tenure, an individual might be granted sabbatical but not tenure. To eliminate this possibility, the Committee suggested the following changes to the handbook II.B.1.e.1 (New text shown in italics.)

   Tenured faculty members are eligible for sabbatical leave after six years of full-time service on the faculty. In the case of a faculty member whose tenure package is under review, the granting of sabbatical leave is contingent upon earning tenure. ~~Sabbatical leave may be granted to a full-time faculty member after six years of full-time service on the faculty.~~ Unpaid leaves of absence normally will not count toward the six years. Sabbatical leaves carry half salary for the year or full salary for one semester. Faculty members granted sabbatical leave must agree to return to the Bradley faculty for at least one year after the expiration of the leave or repay to the University the amount of salary received while on leave. Application for sabbatical leave must be presented to the department chairperson, who, together with the dean, will forward the application to the Provost and Vice President for Academic Affairs. Recommendations and all comments relating to sabbatical leave applications should accompany the applications through the various committees to the Provost and Vice President for Academic Affairs.

5. Summer/Interim Compensation

   The committee is currently collecting data from peer institutions regarding rate of pay and contract structure for summer and interim teaching. We expect to have a report in the 2014-2015 academic year.

6. Conflict of Interest and Extra Compensation

   Reviewing these policies. In progress.

		Required		Average Salaries from AAUP										
	University	Employee	highest											
	Contribution	Contrib	degree	Full	Associate	Assistant	Link to Benefits Info							
Baylor	10.8%	none	PhD	116,900	90,400	76,100	http://www.baylor.edu/content/services/document.php?id=39756							
Case Western	8% (up to $56850)	none	PhD	132,300	89,600	78,000	http://case.edu/finadmin/humres/benefits/attachments/Senior.Booklet.pdf							
	12% (over $56850)						note: $56850 corresponds to one-half of the Social Security Taxable Wage Base for 2013-14							
Clarkson	9.6%	4.8%	PhD	116,100	91,200	75,100	http://www.clarkson.edu/hr/pdf/om_pdf/om_sect8.pdf							
Drexel - voluntary	3.0%	2.0%	PhD	141,800	106,700	93,200	http://www.drexel.edu/hr/benefits/retirement/duretirement/							
ages 25-34	up to 7%	up to 5%												
mandatory - 35-39	7.0%	2.0%												
40-49	9.0%	2.0%												
50+	11.0%	2.0%												
Loyola Chicago	5.0%	5%	PhD	132,300	90,000	75,000	http://www.luc.edu/hr/pdfs/retirement_plan_faqs.pdf							
Marquette	8.0%	5%	PhD	115,900	83,300	72,400	http://www.marquette.edu/hr/TIAA-CREF.shtml#Enrollment							
AVG PhD GRANTING				125,883	91,867	78,300								
Bradley	5%	5%	MS	100,200	73,800	64,800								
Butler	10%	5%	MS	88,700	74,000	67,800	http://www.butler.edu/media/485262/403%28b%29%20summary%20plan%20description_20							
Creighton	2.00%	none	MS	108,300	79,800	66,700	http://www.creighton.edu/hr/benefits/403b/retirementplandetails/index.php#c120703							
	up to 6.5%	up to 5%												
Drake	8.0%	5.0%	MS	109,100	73,900	64,900	http://www.drake.edu/hr/overviewofemployeebenefits/retirementplan/							
John Carroll	6.0%	4.5%	MS	90,800	67,300	63,000	http://webmedia.jcu.edu/hr/files/2011/04/Retirement-Savings-for-Website-3.16.11.pdf							
Mercer	6.0%	none	MS	88,700	68,400	62,300	http://departments.mercer.edu/payroll/SummaryBenefits.PDF							
after 7 yr	10.0%	none												
Valparaiso	7.50%	1.00%	MS	104,000	65,400	58,500								
Villanova	3.5%	none	MS	129,000	93,000	72,400	http://www1.villanova.edu/villanova/hr/benefits/financial/retirement.html							
after 10 yr	5.0%	none												
plus match	up to 5.0%	up to 5.0%												
Xavier - Cincinatti	8.50%	5.00%	MS	100,300	81,100	67,800	http://www.xavier.edu/hr/documents/1Benefits-Summary-2014.pdf							
after 5 yr	9.0%													
after 10 yr	9.5%													
after 20 yr	10.00%													
AVG MS GRANTING				102,122	75,189	65,356								
		BU compared to avg		-1,922	-1,389	-556								
Bucknell	10%	6%	BS	110,800	85,900	75,300	http://www.bucknell.edu/Documents/HR/Benefits_services_Faculty.pdf							
Cooper Union	10.0%	none	BS	114,900	96,300	81,200	http://cooper.edu/work/benefits							
Rose-Hulman	10.0%	none	BS	105,600	83,800	71,400	http://www.rose-hulman.edu/media/1169728/RHIT-SPD.pdf							
U of Richmond	5.0%	none	BS	144,000	98,700	82,300	http://hr.richmond.edu/benefits/retirement/plan.html							
plus match	up to 5.0%	up to 5.0%												
AVG BS GRANTING				118,825	91,175	77,550								

BRADLEY
UNIVERSITY
CONTINUING EDUCATION

University Senate Committee on Continuing Education and Professional Development
Annual Report to the Senate

Academic Year 2013-2014

The committee met once, on April 24, 2014. Continuing Education Executive Director Janet Lange presented to the committee PowerPoint slides about the Division's activities from the previous academic year, with highlights that demonstrated how Continuing Education programs connect the faculty to the community, the community to the University, and students to the community. She also noted programs from each of the Division's four areas of focus: Youth, Professionals, Lifelong Learners, and Conference Services. Janet shared the professional activities of the Division's staff, personnel changes, and the Division's progress toward FY 14 goals.

Committee Members
Janet Lange, Executive Director and Chair
Young Park, LAS
Ahmed Elshahat, FCBA
Winifred Anakwa, EGT
Chris Marsh, SCFA
Twila Lukowiak, EHS
Jeffrey Bakken, Dean of the Graduate School, Ex Officio

BRADLEY
UNIVERSITY

May 5, 2013

To: Matthew O'Brien
Chair, University Senate

From: David Glassman
Chair, Curriculum and Regulations Committee

RE: Report of Activities: 2013-2014

The Curriculum and Regulations Committee met throughout the 2013-14 academic year reviewing and approving numerous course additions, deletions and modifications, and program additions and modifications for the undergraduate and graduate curricula. In addition, the committee evaluated new general education course additions and International programs. Please review senate meeting minutes for the complete listings of all C&R curricular approvals.

The committee also reviewed policy revisions and provided recommendations to the Senate on the Transfer "D" policy and B.S. Cross-listing Credit policy. A decision was made to have CTEL develop an online tutorial on plagiarism that would educate students on what constitutes plagiarism, the university's policy on plagiarism and the consequences for plagiarism. All students would be required to take the tutorial.

This ends my report.

Respectfully submitted,

David Glassman
Chair, Strategic Planning Committee

PROVOST AND VICE PRESIDENT FOR ACADEMIC AFFAIRS
1501 WEST BRADLEY AVENUE • PEORIA, ILLINOIS 61625-0339 • (309) 677-3151 • FAX (309) 677-3952

May 1st, 2014

To: University Senate

From: Chair of the Elections Committee

Re: Annual Report (for 2014)

Members of the University Senate's Elections Committee in 2014:

Brad Andersh

Andy Kelley (Chair)

Steve Tippett

Paul Wayvon (replacement for Steve Kerr, who is on a sabbatical leave)

In the fall of 2014, the University Senate's Elections Committee conducted elections for members of various committees. The elections were carried out electronically, following the procedure that was developed a year earlier. Because of delays in receiving faculty lists and especially because of the committee chair's lack of familiarity with the Qualtrix survey software, the elections took longer to conduct than usual. These two issues should not be a problem when new elections are held in the fall of 2014.

Members of the committee discussed topics pertaining to language in the Faculty Handbook. It seems as if we might want to consider looking more closely at the issue of how, specifically, the notion of a "full-time faculty" is to be understood.

The Elections Committee was asked in April 2014 by the President of the University Senate to look into language in the Faculty Handbook relating to how department chairs are to be elected. This process of looking into the Handbook language will be undertaken in the fall of 2014.

BRADLEY
UNIVERSITY

MEMO

TO: Matthew O'Brien, Ph.D.
President, University Senate

FROM: Deitra Kuester, Ph.D.
Chair, Faculty Grievance Committee

RE: Year-end Report of the Committee

DATE: April 28, 2014

For the 2013-2014 academic year the Faculty Grievance Committee reviewed one grievance and has one ongoing grievance.

Respectfully prepared and submitted by:

Deitra A. Kuester, Chair
Associate Professor
Teacher Education
dkuester@fsmail.bradley.edu

BRADLEY
UNIVERSITY

May 5, 2014

To: Matthew O'Brien
Chair, University Senate

From: David Glassman
Chair, Honorary Degree Committee

RE: Report of Activities: 2012-2013

The Honorary Degree Committee convened electronically to review nominations for the conferring of Bradley University honorary degrees. The committee nominated Judge Joe Billy McDade to receive the honorary degree of Doctor of Humane Letters which was presented to Judge McDade at the December 2013 undergraduate commencement ceremony. The committee nominated Mr. Howard Lance to be awarded the honorary degree of Doctor of Humane Letters during the May 2014 undergraduate commencement ceremony. He will receive the honorary degree on May 17, 2014.

This ends my report.

Respectfully submitted,

David Glassman
Chair, Honorary Degree Committee

PROVOST AND VICE PRESIDENT FOR ACADEMIC AFFAIRS
1501 WEST BRADLEY AVENUE • PEORIA, ILLINOIS 61625-0389 • (309) 677-3152 • FAX (309) 677-3952

To: Matthew O'Brien

President University Senate

RE: Report of Activities 2013-2014

The Retirement Advisory Committee did not meet during the 2013-2014 academic year.

Kristi McQuade
Amit Sinha
Winfred Anakwa
Lori Wiebold
Nena Peplow

BRADLEY
UNIVERSITY

April 21, 2014

To: Matthew O'Brien, President, University Senate

Re: Report of the University Sabbatical Leave Committee for 2013-2014 academic year.

The University Committee on Sabbatical Leave (UCSL) received proposals from the five Colleges of the University this past Fall Semester. The committee reviewed these proposals using the sabbatical leave criteria in the faculty handbook. All proposals were placed in rand order and sent with recommendations to the Provost. Additionally, electronic copies of proposals were sent to the Provost with original paper copies being hand delivered. The Provost in turn approved 18 proposals for the 2014-2015 academic year.

The committee appreciated the quality of proposals that had clearly stated and identifiable objectives and specific methods by which outcomes were to be measured. Previously, these issues were of concern so commendations go to the Senators, Deans, and Department Chairs for encouraging faculty to improve the overall quality of proposals.

Sincerely,

In Soo Ahn
Tony Bedenikovic
Celia Johnson (Chair)
Chris Kasch
Paul Stephens

BRADLEY
UNIVERSITY

May 5, 2014

To: Matthew O'Brien
Chair, University Senate

From: David Glassman
Chair, Strategic Planning Committee

RE: Report of Activities: 2012-2013

The Strategic Planning Committee met during Spring 2014. The committee reviewed the quarterly progress reports of the 23 strategic plan initiatives of the 2012-2017 Strategic Plan. These reports are a requirement of the Board of Trustees and are submitted by the provost at each Trustee meeting. The committee worked on setting benchmarks and reviewed data representing the first 2 ½ years of the Plan. An extended discussion took place on the strategic initiative of increasing diversity in faculty, staff and administration, which the committee decided to return to for further review next Fall. The 2012-2017 University Strategic Plan can be found at www.bradley.edu/strategicplan.

This ends my report.

Respectfully submitted,

David Glassman
Chair, Strategic Planning Committee

PROVOST AND VICE PRESIDENT FOR ACADEMIC AFFAIRS
1501 WEST BRADLEY AVENUE • PEORIA, ILLINOIS 61625-0209 • (309) 677-3152 • FAX (309) 677-3552

BRADLEY
UNIVERSITY

April 28, 2014

Dr. Matthew O'Brien, Chair
Faculty Senate

Dr. O'Brien:

The 2014 report from the Student Grievance Committee is as follows:

The Student Grievance Committee did not receive any formal complaints or requests for investigation this academic year.

Respectfully submitted,

Jill Wightman, College of Liberal Arts and Sciences
Kelly Roos, Caterpillar College of Engineering and Technology
Janice Frazier, Slane College of Communications and Fine Arts
Edward Sattler, Foster College of Business
Kelly Schwend, College of Education and Health Sciences
Miriam Gillian, Graduate Student

The TP&D Committee met on Monday, February 10, 2014 from 12:00-1:00 p.m. in BR 170.

In attendance: Frase, Nikolopolous, Johnson, and Brill de Ramirez (alt serving in place of Timm who is on sabbatical)

As the first item of business, the Committee elected Dr. Barbara Frase as Chair.

Johnson moved that the Committee approve the recommended promotion language and policy change in the Faculty Handbook so that the promotion from Associate to Full Professor language parallels that of the process from Assistant to Associate to permit the possibility of promotion sooner than the standard five years in rank: "except for rare and extraordinary circumstances."

Nikolopolous seconded the motion.

The Committee voted unanimously in favor of the change.

Minutes and vote recorded before the end of the meeting.

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

From: University Resources Committee

Date: May 5, 2014

Re: 2013-2014 Annual Report to the University Senate

A. Committee Charge and Activities

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.

During the 2013-2014 academic year, between October and April, the committee met 15 times and interviewed 11 administrators: Pratima Gandhi, Controller; Gary Anna, Vice President for Business Affairs; Dr. Jeffrey Huberman, Dean, Slane College of Communication and Fine Arts; Dr. Jeffrey Bakken, Associate Provost for Research, Dean, Graduate School; Michael Cross, Director of Athletics; Dr. Lex Akers, Dean, Caterpillar College of Engineering and Technology; Dr. Darrell Radson, Dean, Foster College of Business; Dr. Joan Sattler, Dean, College of Education and Health Sciences; Esq. Joann Glasser, President; Dr. David Glassman, Provost and Vice President for Academic Affairs; and Nathan Thomas, Interim Vice President for Student Affairs. 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 April 17, 2014, the University Resources Committee presented its findings and recommendations to the University Senate. The complete PowerPoint presentation, delivered by Mr. Paul Wayvon, Committee Chair, is attached. This report offers a narrative of the presentation, which was based on information gathered and inferences drawn from data collected during the committee's seven months of collaboration.

B. Bradley's Current Practices are Unsustainable

Recent and ongoing trends show that Bradley is in a financially unsustainable position due to long-term increases in spending and troublesome revenue trends (see PowerPoint slides 8-9.) Bradley currently has $134 million in total debt ($117 million in bonds payable, $11,000 line of credit, and $6,183 bond swap). Moreover, as of May 31, 2013, the university had borrowed $27 million from its endowment funds to meet payment obligations. Borrowings are higher at other points of the fiscal year. Continued operating losses as well as declining operating cash flows will only exasperate this unsustainable position.

For fiscal year 2013, Bradley reported $245 million in investments ($272 million in endowment funds minus $27 million "borrowed" from these funds to cover cash flow requirements.) Bradley's net debt investment position is $111 million. Bradley's current debt/investment ratio of 55% raises concerns. One recently published article raised serious concerns about high debt/endowment ratios at academic institutions. The worst/highest ratio reported was University of Chicago at 54%. Bradley's is 1% higher. Due to both high financial leverage and continuing operating losses, Bradley's ability to borrow for any capital or operating needs is becoming more difficult.

Clearly, Bradley's financial situation requires immediate attention. If the university's poor operating performance continues unabated, it may result in a liquidity crisis with the university unable to pay its bills as they come due. In addition, Bradley's bond and other debt covenants may be eventually breached, resulting in either renegotiation of outstanding debt (with higher interest rates and fees) or required repayment of all or a portion of the debt. Given the long-term increases in spending and troublesome revenue trends (both in terms of enrollment and lower projected tuition rate increases) Bradley must immediately focus efforts and attention on its problem areas, as well as opportunities for gains, to begin a turnaround. A starting point is examining expenses and revenues as they relate to auxiliary operations and academic operations (see PowerPoint slide 10.)

C. Auxiliary Operations

Problems in Bradley's auxiliary operations (housing, dining, athletics, and other) represent a major resource drain on the university's financial condition. Between 2005 and 2013, auxiliary revenue initially showed growth and has now flattened, but auxiliary expenses have grown faster, pushing auxiliary operations into a loss position (see PowerPoint slides 11-12.) Since 2005, Bradley's auxiliary operations have lost $6.2 million. In other words, Bradley has spent $2.63 for every $1.00 of incremental auxiliary revenue, spending that is not sustainable and warrants immediate corrective action for long-term sustainability of the institution. Considering that auxiliary operations produced about $3 million of profit per year between 2005 and 2008, the real and opportunity auxiliary cost to Bradley was over $15 million.

While student housing remains a steady source of surplus for the university, two major units negatively affecting Bradley's auxiliary operations are dining services and athletics (see PowerPoint slide 13.) The dining financial problem delivers the greatest shock. Between 2005

and 2008, dining generated an attractive $1.5 million profit per year. However, over the past three years, dining has suffered a loss of $4 million, resulting in a real and opportunity dining cost of $8.5 million. The dining loss started between 2011 and 2012, around the same time the university's new food service offerings were implemented. To date, no explanations have been provided as to what caused this severe loss in the university's dining services; only general assurances that "it will be fixed." This situation is in urgent need of determining the root cause and fixing the problem to prevent further losses.

The financial problems in athletics are also quite alarming. Between 2005 and 2014, Bradley's athletics spending almost doubled, growing from $5.5 million to $10.1 million per year, even though athletics revenue remained relatively static at about $4 million per year (see PowerPoint slide 14.) This significant overspending has tripled the athletics loss from $2 million per year to almost $6 million per year. Clearly, spending is out of control in athletics, yet explanations have not been provided and the trend is continuing. More troubling, there appears to be little sense of urgency to identify the problems or opportunities for improvements. Part of this is due to the fact that there is little if any "responsibility centered" control in place that fixes accountability and responsibility for operating results. On the positive side, substantial tuition revenue is generated from non-scholarship athletes that have never been considered in the financial analysis of Bradley athletics. It is generally a common practice to reflect this income in the overall athletics financial analysis to better assess the viability of the University's sports offerings. Currently, Bradley athletics' bottom line is negative, but the make-up of this loss is quite unclear.

On March 27, 2014, Mr. Gary Anna, Vice President for Business Affairs, presented a graph entitled "Auxiliary Operating Margins" during his annual presentation to the University Senate. The graph included lines and related data for four auxiliary categories: housing, dining, athletics, and total. Curiously, there are other auxiliary activities that were not represented in the graph. These "other" auxiliary items collectively represented spending of over $3.5 million. In particular, there was a $2 million loss in 2011 that was not reported. Following Mr. Anna's presentation, the University Resources Committee asked about the nature and cause of this $2 million expenditure, but no explanation was provided. At the least, omission of this $3.5 million in auxiliary expenses represents a significant oversight or a selective lack of disclosure. At most, it is a much more significant reporting problem that should be addressed.

D. Academic Operations

Possibly more troubling are Bradley's academic financial problems given that this represents Bradley's "core value or activity." Similar to auxiliary operations, between 2005 and 2013 academic revenue (i.e., tuition) increased steadily but academic spending increased even more.

Bradley's gross tuition has grown significantly since 2005 due entirely to tuition rate increases. Over this period, freshman enrollment has remained relatively flat at an average of 1,076 students per year (with a low of 1,016 and a high of 1,136.) Tuition rate increases have generated in excess of $50 million from annual rate increases from 5% to 11% per year. However, gross tuition is somewhat misleading as a measure as it represents the "sticker price" for Bradley and not the "paid price." Gross tuition is discounted for a variety of reasons and Bradley's tuition

discounts have increased steadily from 30% to 33% (see PowerPoint slides 17-18.) This increase in the discounting has an annual impact of over $3 million per year. While tuition discounts attract prospective students, continued pressure to increase discounts is worrisome since Bradley's gross tuition growth is under pressure from both enrollment and lower projected annual tuition rate increases.

Based on Bradley's financial trends, the university's enrollment target of 1,080 new freshmen for the 2014-2015 academic year also raises questions. Between 2005 and 2013, the gap between Bradley's academic operating expenses and net tuition revenue widened from $24 million to $35 million (see PowerPoint slides 19-20.) In other words, for every $1.00 of net tuition received, $1.42 was spent. Again, the university's practice of overspending is unsustainable. With the continually declining student enrollment (i.e., less tuition revenue) more emphasis should be put on spending cuts.

Bradley's non-tuition revenue alleviates the spending gap somewhat, although these revenues are decreasing (see PowerPoint slide 21.) As a result of the Renaissance Campaign, annual contributions peaked at $27.3 million in 2008, but since that time they have gradually fallen to their lowest level since 2005. In 2013, annual contributions totaled only $7.3 million. Moreover, instructional and research expenses have increased slower than other operating expenses (see PowerPoint slides 22-24.) This trend should continue due in part to the recent salary freeze imposed on all Bradley faculty and staff.

Despite recommendations made by the 2012-2013 University Resources and Presidential Ad Hoc Resources Committees, it is not clear what specific actions have been taken to enhance revenue and contain costs in auxiliary and academic operations. The net result of action taken is also unclear. For example, what actions have been taken to increase revenue and decrease spending in Bradley Athletics? What efforts have been made to modify/eliminate inefficient academic programs and add/expand promising academic programs based on the current job market? Moreover, is faculty workload and productivity (i.e., teaching, research, service, administrative duties) commensurate with appropriate release time? An aggressive audit and monitoring system for both auxiliary and academic operations can support Bradley's much-needed goal of raising faculty salaries to match the market, an important first step in making Bradley a university of national distinction.

E. Beliefs, Concerns, and Recommendations

The University Resources Committee believes that resources – human, physical, and financial – are critical to the success of any enterprise. However, resources are also limited; not everything can be funded. In any institution, difficult choices must be made, and continual monitoring of allocations is necessary if revenue is to exceed expenses.

Like all institutions, Bradley is continually making resource decisions and choices, whether or not they are conscious of doing so, and whether or not the decisions and choices are clearly communicated. The University Resources Committee also believes that if Bradley is not strong financially, it is not strong – and in grave danger of not achieving its objectives.

As noted several places throughout this report, lack of transparency is a common trend in Bradley's acquisition and allocation of resources, decision-making practices regarding resources, and reporting of annual revenues and expenditures. To make informed decisions about resource allocations and spending, data (both financial and non-financial) must be accessible to decision-makers. Put another way, complete and timely data is necessary for informed decision-making.

As a starting point, the University Resources Committee recommends that every dollar of revenue and expense be accounted for through a comprehensive program review exercise that "drills down" to each auxiliary and academic unit. The committee feels strongly that only by accounting for every dollar in and every dollar out can Bradley's spending problems be identified and resolved. As well, a comprehensive system of Responsibility Centered Management (RCM) could identify significant opportunity gains that are currently not being pursued or ignored.

Moreover, there is little evidence that Bradley's current processes, procedures, and policies for resource decision-making are working effectively and efficiently. Specifically:

1. There is no "bottom-up" budgeting system in place; not all operating units are involved in a true budgeting process. Rather, the President's Cabinet simply allocates spending levels to departments on an annual basis. In fact, there is no apparent budgeting system in place that projects all revenue and expense items on a monthly basis and compares actual results to these budget results and the previous year.
2. There is no online spending-to-budget system in place that enables decision-makers to respond quickly to spending problems.
3. Resource decision-making is centralized at Bradley, leaving departments and units un-empowered to solve problems or pursue opportunities. For example, if more funds are required than was appropriated for a particular activity, the department does not attempt to "solve" the problem or find other areas to "cut costs." Instead, the department simply requests more money, and the President's Cabinet determines if an additional allocation of funds is warranted.
4. Responsibility and accountability for results at the department, unit, and activity level is not apparent.

Therefore, in addition to institutionalizing appropriate transparency, the University Resources Committee believes that university-wide implementation of a Responsibility Centered Management (RCM) budgeting system is absolutely essential. RCM budgeting systems pair financial decision-making with the ramifications of those decisions. In other words, decision-makers at the department/unit level benefit directly from increased revenues that they generate as well as experience directly the short- and long-term consequences of their overspending. Many higher education institutions have already adopted RCM budgeting systems because they offer both incentives and accountability for resource decision-makers. To support Bradley's RCM budgeting system, software that allows for university-wide, real time budget monitoring is also recommended.

With appropriate transparency, including university-wide participation in auxiliary and academic program review, an RCM budgeting system, and a real time budget monitoring system in place, Bradley University will be able to:

1. Make more data-driven, fact-based resource decisions.
2. Generate common, consistent university-wide operating reports.
3. Account for every dollar of resources-in and resources-out.
4. Engage and empower all decision-makers.
5. Require responsibility and accountability for every division, department, operating unit, and activity on campus.
6. Maintain rigorous and comprehensive budgeting and reporting systems.
7. Establish internal and operational audits as further control mechanisms.

In short, the University Resources Committee believes that these recommendations will address and allow for resolution of Bradley's current resources problems, not just the symptoms. Like all members of the Bradley community, we very much want Bradley University to thrive.

Respectfully submitted,
University Resources Committee

Members:
Dr. Shyam Bhandari, Finance
Dr. Michael Greene, Philosophy
Dr. Jana Hunzicker, Teacher Education
Mrs. Allyn Kosenko, Controller's Office
Dr. Iqbal Shareef, Engineering
Mr. Paul Wayvon, Accounting (Committee Chair)

Bradley University
Resources Committee

Report to Senate

April 17, 2014

Resources Committee – Charge

"The function of the Committee on University Resources shall be:

- 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."

Therefore, we attempted to objectively review the processes, procedures and techniques that go into resource decision making at Bradley …as well as their results/impacts.

Resources Committee – Members

Dr. Shyam Bhandari, Finance
Dr. Michael Greene, Philosophy
Dr. Jana Hunzicker, Education
Mrs. Allyn Kosenko, Controller's Office
Dr. Iqbal Shareef, Engineering
Mr. Paul Wayvon, Accounting (Chair)

2012-2013 Recommendations

Presidential Ad Hoc Committee

1. Establish annual budgets and decisions for expenditures
2. Distribute accountability
3. Hold unit leaders accountable
4. Create clear and transparent budgets
5. Increase transparency
6. Formally collaborate to assess/prioritize resource commitments
7. Consider an enterprise management system (RCM)

Resources Committee

1. Conduct a critical review of all programs
2. Review policies and practices for faculty teaching loads
3. Increase transparency in our operations budget and procedures
4. Review current budgetary practices

Resources Committee – Truths

Resources are scarce in any enterprise…
They are not unlimited.

1. An enterprise is continually making resource decisions and choices, whether they realize it or not.

2. There are 3 resources critical to the success of any enterprise:
   - Human resources
   - Physical resources
   - Financial resources

   How these resources are deployed determine success or failure.

Resources Committee – Truths

3. Because resources are scarce not everything can be funded.
   - Difficult choices must be made.
   - Continual monitoring of allocations is necessary.

4. Over the long-term, Resources In (revenue) must exceed Resources Out (expenses).

If any enterprise is not strong financially,
it is not strong…and in danger of
not achieving its objectives.

Resources Decision Making Process

DATA > INFORMATION > KNOWLEDGE > DECISION

Data – all input (financial and non-financial) available

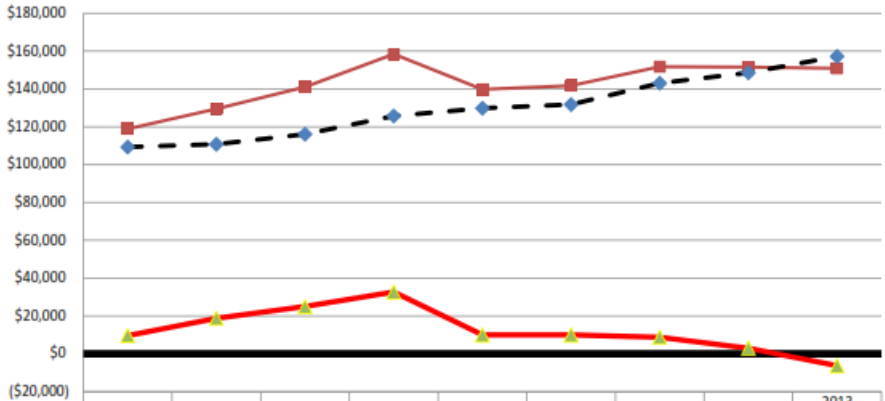
Information – sort, arrange, organize Data to create relevance

Knowledge – derived from Information

Decision – based on Knowledge…plus related experience

Without good Data and Information to create Knowledge, the chances for a good decision are slim to none.

Resources Out > Resources In



	2005	2006	2007	2008	2009	2010	2011	2012	2013 (Unres)
Resources In	$118,939	$129,535	$141,049	$158,403	$139,837	$141,796	$151,789	$151,572	$150,919
Resources out	$109,290	$110,760	$116,058	$125,716	$129,815	$131,781	$143,071	$148,580	$157,218
Net Resources	$9,649	$18,775	$24,991	$32,687	$10,022	$10,015	$8,718	$2,992	($6,299)

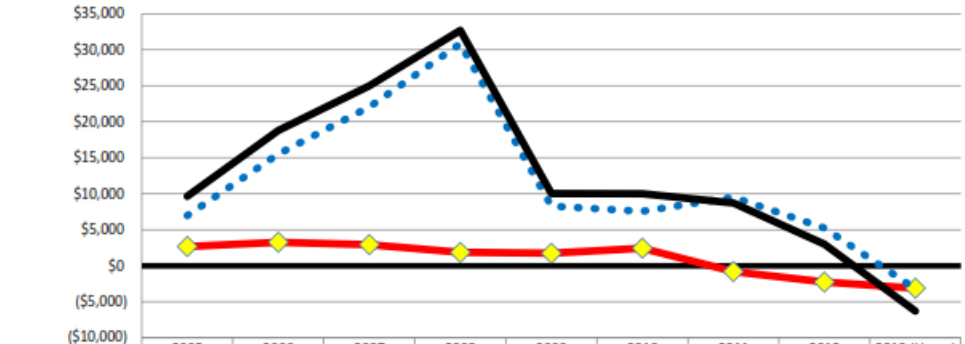
- Resources In increasing, but Resources Out increasing faster.
  (Note: All numbers in 000's)

Resources In vs. Resources Out

	2005	2013	2005 v 2013	
Resources in	$118,939	$150,919	$31,980	$1.00
Resources out	($109,290)	($157,218)	($47,928)	-$1.50
Net resources	$9,649	($6,299)	($15,948)	-$.50

- Good news… Bradley's Resources In have increased $32m compared to 2005.
- But, Bradley's Resources Out have increased $48m.

For every $1.00 of Resources In (revenue) generated Resources Out (spending) has increased by $1.50.



	2005	2006	2007	2008	2009	2010	2011	2012	2013 (Unres)
Net Aux	$2,678	$3,270	$2,937	$1,859	$1,734	$2,442	($802)	($2,259)	($3,111)
Net Academy	$6,971	$15,505	$22,054	$30,828	$8,288	$7,573	$9,520	$5,251	($3,188)
Total	$9,649	$18,775	$24,991	$32,687	$10,022	$10,015	$8,718	$2,992	($6,299)

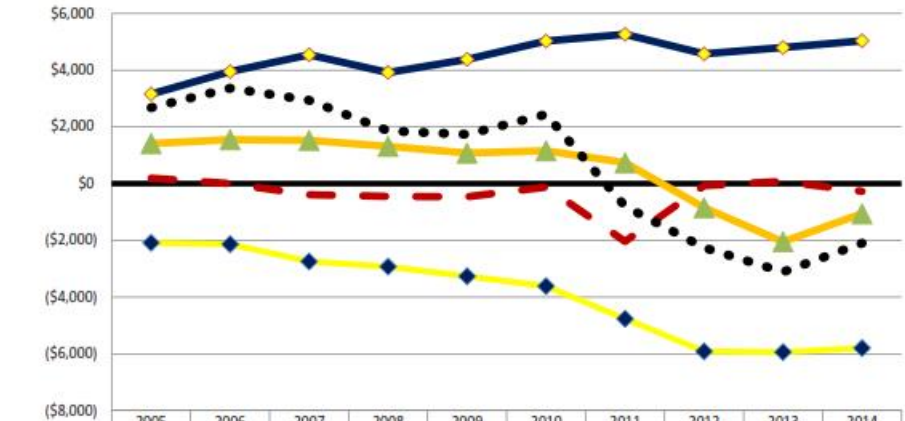
- $6.3m loss "shared" between Auxiliary and Academy:
  - -$3.1m Auxiliary
  - -$3.2m Academy

Aux Revenue vs. Aux Expense Summary

	2005	2013	2005 v 2013	$
Auxiliary revenue	$19,337	$22,879	$3,542	$1.00
Auxiliary expenses	$16,659	$25,990	$9,331	$2.63
Net auxiliary	$2,678	($3,111)	($5,789)	($1.63)

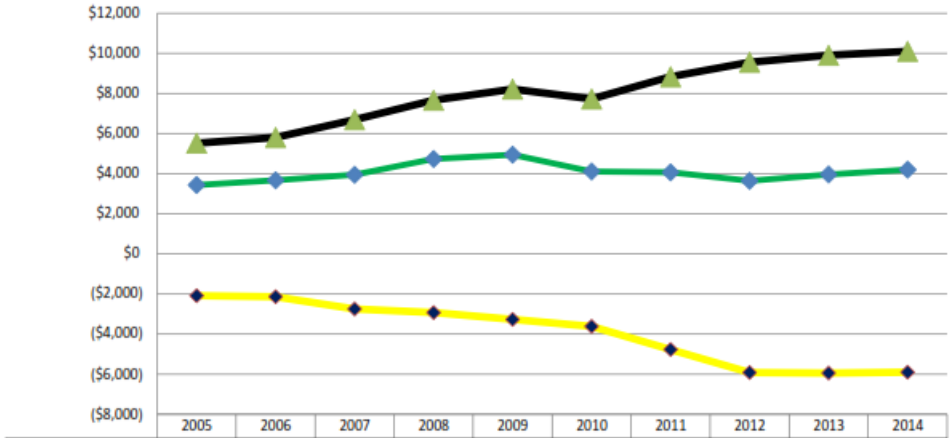
- Auxiliary Revenue has grown by $3.5m since 2005.
- But, expenses have grown by $9.3m since 2005.

For every $1.00 increase in revenue, expenses have grown by $2.63.



	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Athletics	($2,086)	($2,136)	($2,746)	($2,926)	($3,267)	($3,615)	($4,766)	($5,915)	($5,940)	($5,800)
Dining	$1,416	$1,549	$1,527	$1,317	$1,078	$1,156	$738	($847)	($2,050)	($1,061)
Housing	$3,160	$3,951	$4,544	$3,919	$4,383	$5,027	$5,266	$4,574	$4,799	$5,037
Other	$188	$0	($388)	($451)	($460)	($126)	($2,040)	($71)	$80	($276)
TOTAL	$2,678	$3,364	$2,937	$1,859	$1,734	$2,442	($802)	($2,259)	($3,111)	($2,100)

- Housing up, Dining and Athletics down; Long-term trends.
- Total Net Aux should be zero.



	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Athletic Revenue	$3,436	$3,670	$3,946	$4,732	$4,948	$4,110	$4,066	$3,641	$3,962	$4,200
Athletic Expenses	$5,522	$5,806	$6,692	$7,658	$8,215	$7,725	$8,832	$9,556	$9,902	$10,100
Net	($2,086)	($2,136)	($2,746)	($2,926)	($3,267)	($3,615)	($4,766)	($5,915)	($5,940)	($5,900)

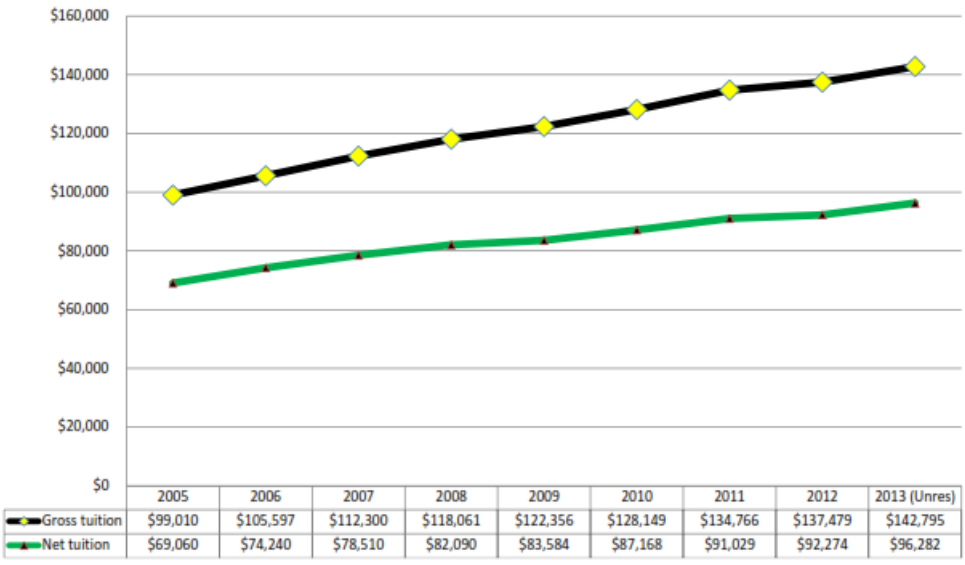
- Athletics Revenue generally flat, but Athletics Expenses have almost doubled.
  (Note: This graph includes <u>all</u> Bradley NCAA Sports; it does <u>not</u> include tuition.)

<u>Aux Detail – Recommended Template</u>

	Athletics	Dining	Housing	Other	....	TOTAL
Revenue	XX	XX	XX	XX	XX	XXX
Other Rev	X	X	X	X	X	XX
Expenses	(X)	(X)	(X)	(X)	(X)	(XX)
Salary, ben,...	(X)	(X)	(X)	(X)	(X)	(XX)
Travel	(X)	(X)	(X)	(X)	(X)	(XX)
Supplies	<u>(X)</u>	<u>(X)</u>	<u>(X)</u>	<u>(X)</u>	<u>(X)</u>	<u>(XX)</u>
Net	<u>($5,940)</u>	<u>($2,050)</u>	<u>$4,799</u>	<u>$80</u>	<u>(X)</u>	**<u>($3,111)</u>**

Athletics Detail – Recommended Template

	B-ball M	B-ball W	Baseball	Soccer	....	TOTAL
Ticket Rev	XX	XX	XX	XX	XX	XXX
Other Rev	X	X	X	X	X	XX
Tuition	--	--	X	X	X	XXX
Salary, ben,...	(X)	(X)	(X)	(X)	(X)	(XX)
Travel	(X)	(X)	(X)	(X)	(X)	(XX)
Supplies	(X)	(X)	(X)	(X)	(X)	(XX)
Net	(X)	(X)	(X)	(X)	(X)	**($5,900)**



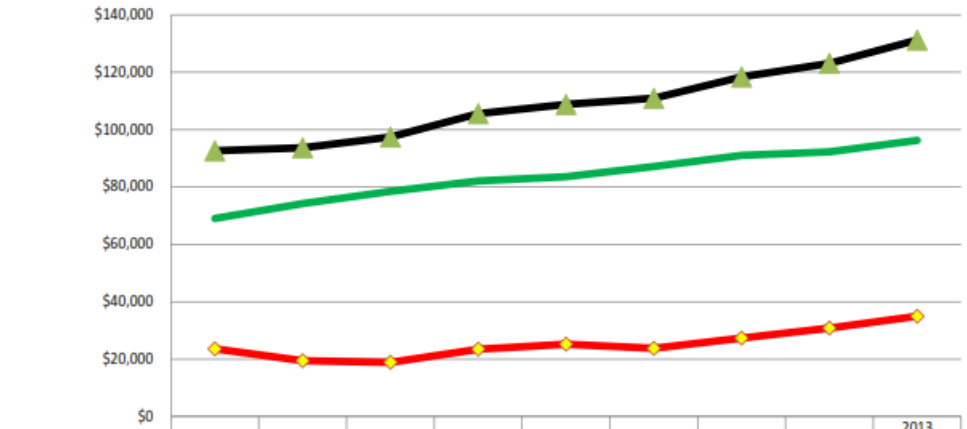
	2005	2006	2007	2008	2009	2010	2011	2012	2013 (Unres)
Gross tuition	$99,010	$105,597	$112,300	$118,061	$122,356	$128,149	$134,766	$137,479	$142,795
Net tuition	$69,060	$74,240	$78,510	$82,090	$83,584	$87,168	$91,029	$92,274	$96,282

- Gross Tuition up, Net Tuition up… but tuition discount is growing.

Impact of Tuition Discount Increase

	2013	2013 based on 2005 tuition allowance rate	Change
Gross tuition	$142,795	$142,795	
Allowance	($46,513)	($43,195)	
Net tuition	$96,282	$99,600	($3,318)
Allowance disc rate	-32.6%	-30.2%	

- Discount rate increase has cost Bradley $3.3m
- Every 1% erosion in tuition allowance has a $1.5m impact.



	2005	2006	2007	2008	2009	2010	2011	2012	2013 (Unres)
Net Tuition	$69,060	$74,240	$78,510	$82,090	$83,584	$87,168	$91,029	$92,274	$96,282
Operating expenses	$92,631	$93,697	$97,406	$105,584	$108,792	$110,929	$118,377	$123,118	$131,228
Gap	$23,571	$19,457	$18,896	$23,494	$25,208	$23,761	$27,348	$30,844	$34,946

- Net Tuition is growing, but Op Expenses are growing faster.
- The GAP is growing… from $24m to $35m.

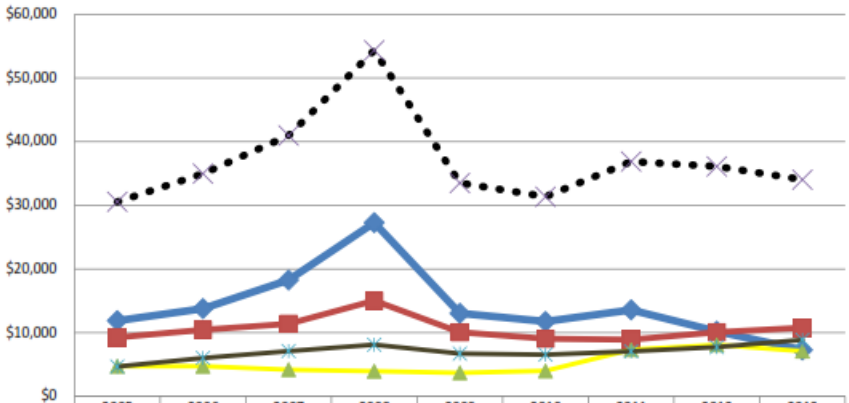
Net Tuition up… Op Expenses up More

	2005	2013	Change	
Net tuition	$69,060	$96,282	$27,222	$1.00
Operating expenses	$92,631	$131,228	$38,597	$1.42
Gap	($23,571)	($34,946)	($11,375)	($0.42)

- Net Tuition has increased $27m since 2005.
- Op Expenses have increased $39m.

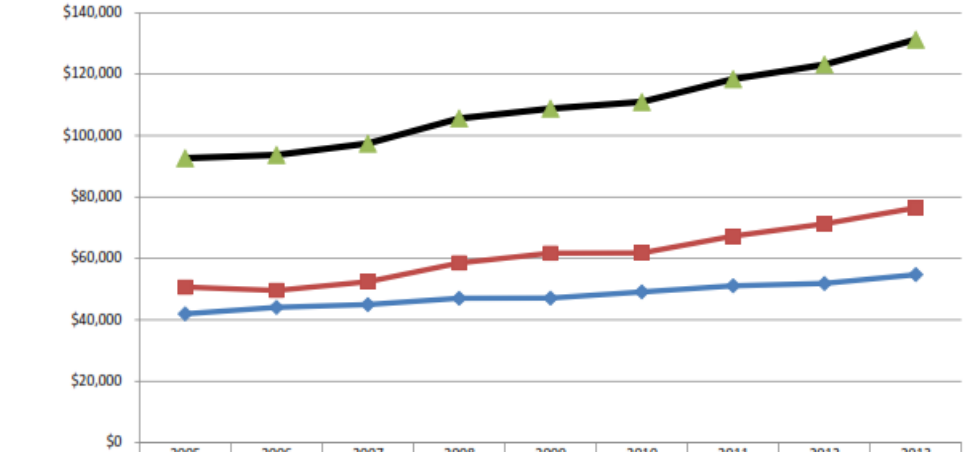
Therefore, for every $1.00 increase in Net Tuition, Op Expenses have grown by $1.42.

Non-tuition Revenue…This Fills the Gap



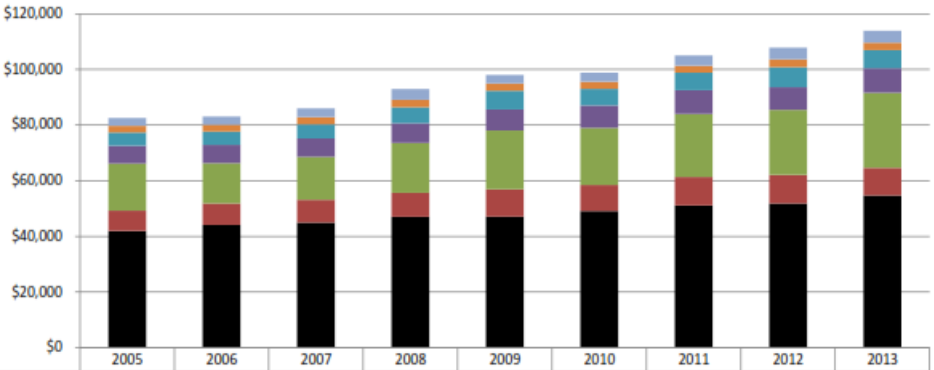
	2005	2006	2007	2008	2009	2010	2011	2012	2013
Contributions	$11,885	$13,782	$18,264	$27,267	$13,035	$11,747	$13,578	$10,219	$7,277
Investment returns	$9,257	$10,437	$11,389	$15,008	$10,060	$9,051	$8,905	$10,068	$10,776
Gov't grants	$4,728	$4,718	$4,191	$3,948	$3,696	$3,989	$7,316	$8,079	$7,090
Other	$4,672	$6,025	$7,106	$8,099	$6,705	$6,547	$7,069	$7,729	$8,872
Total Non Tuition rev	$30,542	$34,962	$40,950	$54,322	$33,496	$31,334	$36,868	$36,095	$34,015

Expenses… Instruction and the Rest



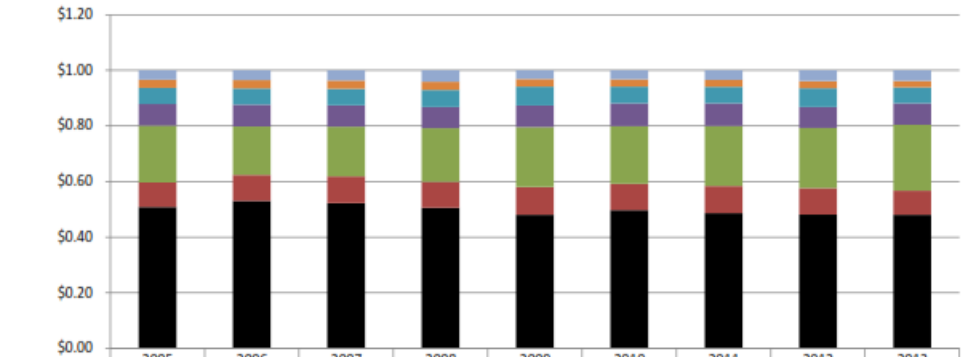
	2005	2006	2007	2008	2009	2010	2011	2012	2013
Instruction	$41,978	$44,086	$44,977	$47,035	$47,092	$49,130	$51,102	$51,856	$54,747
Other Gen/Ed	$50,653	$49,611	$52,429	$58,549	$61,700	$61,799	$67,275	$71,262	$76,481
Total expenses	$92,631	$93,697	$97,406	$105,584	$108,792	$110,929	$118,377	$123,118	$131,228

Where the Expenses Go…



	2005	2006	2007	2008	2009	2010	2011	2012	2013
Public Serv	$2,799	$2,929	$3,159	$3,826	$3,081	$3,233	$3,644	$4,182	$4,273
Library	$2,444	$2,493	$2,576	$2,702	$2,623	$2,561	$2,570	$2,809	$2,718
Admin	$4,744	$4,818	$5,089	$5,753	$6,733	$5,932	$6,250	$7,207	$6,528
Student serv	$6,406	$6,517	$6,607	$7,034	$7,560	$8,091	$8,536	$8,149	$8,813
General	$16,942	$14,463	$15,386	$17,937	$21,131	$20,538	$22,696	$23,333	$26,937
Op and maint	$7,248	$7,778	$8,234	$8,641	$9,813	$9,344	$10,207	$10,282	$9,908
Instruct	$41,978	$44,086	$44,977	$47,035	$47,092	$49,130	$51,102	$51,856	$54,747

Where the $1.00 Goes



	2005	2006	2007	2008	2009	2010	2011	2012	2013
Public Serv	$0.03	$0.04	$0.04	$0.04	$0.03	$0.03	$0.03	$0.04	$0.04
Library	$0.03	$0.03	$0.03	$0.03	$0.03	$0.03	$0.02	$0.03	$0.02
Admin	$0.06	$0.06	$0.06	$0.06	$0.07	$0.06	$0.06	$0.07	$0.06
Student serv	$0.08	$0.08	$0.08	$0.08	$0.08	$0.08	$0.08	$0.08	$0.08
General	$0.21	$0.17	$0.18	$0.19	$0.22	$0.21	$0.22	$0.22	$0.24
Op and maint	$0.09	$0.09	$0.10	$0.09	$0.10	$0.09	$0.10	$0.10	$0.09
Instruct	$0.51	$0.53	$0.52	$0.51	$0.48	$0.50	$0.49	$0.48	$0.48

Academy Detail – Recommended Template
-By college and support services

	FCB	ENG	CFA	LAS	EHS	Adm	Others	TOTAL
Tuition	XX	XX	XX	XX	XX	--	--	XXX
Other Rev	X	X	X	X	X	X	X	XX
Salary, ben,…	(X)	(X)	(X)	(X)	(X)	(X)	(X)	(XX)
Travel	(X)	(X)	(X)	(X)	(X)	(X)	(X)	(XX)
Supplies	(X)	(X)	(X)	(X)	(X)	(X)	(X)	(XX)
Net	X	X	X	X	X	(X)	(X)	**($3,188)**
Other non-financial	…	…	…	…	…	…	…	…

Academy Detail – Recommended Template -By department and related support

	ATG	FIN	ECO	…	Admin	TOTAL
Tuition	XX	XX	XX	XX	--	XXX
Other Rev	X	X	X	X	X	XX
Salary, ben,…	(X)	(X)	(X)	(X)	(X)	(XX)
Travel	(X)	(X)	(X)	(X)	(X)	(XX)
Supplies	(X)	(X)	(X)	(X)	(X)	(XX)
Net	X	X	X	X	(X)	**XX**
Other non-financial	…	…	…	…	…	…

Concerns

- "1,080 enrollment" target
  - Is this an enrollment problem…or a resource allocation problem?
  - Is this the right number?
- Can tuition rates continue to grow by 4% pa?
- Increasing tuition discount… 30% to 33%...over $3m effect
- Long-term spending trends… growth of the "tuition/op expense gap"… is $35m pa (and more)… sustainable?
- Long-term financial plan

Concerns

- Consistent sense of urgency to address trends and problems
- Historical financial statement driven vs. prospective data driven
- Lack of transparency, selective information (financial, other…)
- Financial information comprehension and acumen
- Lack of a complete "bottom-up", rigorous, responsibility based budgeting system
- High debt leverage ratio… Is Bradley's 55% too high?
- Bond ratings, debt/bond covenants and ratios… Risk?
- Trustee involvement, support and buy-in

2013-2014 Recommendations

- Become more data driven, fact based for decision making
- Common, consistent university-wide operating reports for all decision makers
- Account for every dollar of resources-in and resources-out
- Engage, empower, hold accountable
- Require responsibility and accountability for every division, department, operating unit, and activity
- Rigorous and comprehensive budgeting and reporting systems
- Implement a robust, effective RCM system
- Internal and operational audits as further control mechanisms
- Complete a comprehensive program and faculty review
- Address the problem, not the symptoms

When do we Begin?

NOW

Resources Committee – Handbook

The Committee on University Resources

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

   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 members. Five 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. One shall be appointed from the staff of and by the Vice President for Business Affairs. One shall be a student appointed by the Student Senate.
   a. 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.

Bradley University Senate
Agenda
Special Meeting of the 2014-2015 Senate

May 7th, 2014
Immediately Following the Eighth Regular meeting of the 2013-2014 Senate
Michel Student Center Marty Theater

I. Call to Order

II. Announcements

III. Ratification of Members to the Committee on Elections.

IV. Elections of Officers (presided by Andrew Kelley)
   a. Call for the following nominations:
      i. President
      ii. Vice President
      iii. Secretary
      iv. Two At-Large Senate Exec. Members

V. Adjournment