



Third Regular Meeting
2023-2024 Bradley University Senate
3:10 p.m., Thursday, November 16, 2023
Ballroom, Michel Student Center



MISSION:

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

I. Call to Order

II. Announcements

0. The meeting is being recorded and livestreamed. Thank you IT!
1. Please plan for a Special Meeting on December 14, 2023 at 10:00am.

III. Approval of the Minutes of the Second Regular Meeting of the 2022-2023 University Senate, October 19, 2023.

See attached Minutes

IV. Report from Student Body President Jack Batz

V. Reports from Committees

A. Curriculum and Regulations

1. Curriculum Consent Items

243670	Core Curriculum Addition	I M I M 344 Environmental Storytelling
242875	Core Curriculum Addition	ENG ENG 140 Global Literatures
241881	Core Curriculum Addition	HIS HIS 383 Sports, Play, and Games in History
239003	Core Curriculum Addition	MUS MUS 003 Junior Recital

236970	Course Addition	THE THE 314 Acting The Song
236874	Course Addition	MTG MTG 507 Customer Analytics
236873	Course Addition	MTG MTG 407 Customer Analytics
236872	Course Addition	MTG MTG 506 Marketing Analytics
236871	Course Addition	MTG MTG 406 Marketing Analytics
236870	Course Addition	MTG MTG 502 Logistics Tools and Techniques
236869	Course Addition	MTG MTG 402 Logistics Tools and Techniques
230310	Course Addition	MTG I B 502 Global Trade Management and Analysis
236195	Course Addition	P T KHS 362 Essential Clinical Neuroanatomy
223652	Course Addition	ECO ECO 519 Introduction to Econometrics
223646	Course Addition	ECO Q M 564 Decision Support Systems
223643	Course Addition	ECO Q M 526 Business Forecasting

240595	Course Modification	BIO BIO 508 Advanced Bacterial Pathogenesis
240574	Course Modification	HIS HIS 334 Global History: Social
240568	Course Modification	HIS HIS 208 Russian History
240567	Course Modification	HIS HIS 206 The Middle East Since Muhammad
240566	Course Modification	HIS HIS 205 Latin America
240565	Course Modification	HIS HIS 207 Modern Japan, 1860-Present
240564	Course Modification	HIS HIS 314 Japan & World War II
240558	Course Modification	BIO BIO 408 Bacterial Pathogenesis
240481	Course Modification	ETL MIS 590 Capstone Project for Business Analytics
239970	Course Modification	ART ART 227 Basic Graphic Design
238294	Course Modification	ATG ATG 601 Financial Accounting Research Application
236000	Course Modification	ATG ATG 477 Federal Taxes I
235961	Course Modification	E E ECE 544 Introduction to Autonomous Robotics
235960	Course Modification	E E ECE 444 Introduction to Autonomous Robotics
235338	Course Modification	E E ECE 481 Digital Systems: Design and Synthesis
234056	Course Modification	ETL MIS 573 Data Visualization for Business Analytics
234021	Course Modification	IDP ETE 308 Novice Teaching Experience in the High School
222792	Course Modification	ECO ECO 419 Introduction to Econometrics
222794	Course Modification	ECO Q M 426 Business Forecasting
222801	Course Modification	ECO Q M 464 Decision Support Systems

230311	Course Modification	MTG I B 402 Global Trade Management and Analysis

236590	Course Deletion	E E E E 582 Medical Imaging
236589	Course Deletion	E E E E 568 Vhdl: Digital System Design
236588	Course Deletion	E E E E 566 Digital Systems: Memory and Interfacing
236586	Course Deletion	E E E E 550 Electromagnetic Theory
236584	Course Deletion	E E E E 534 Digital Signal Processing
236016	Course Deletion	E E ECE 413 Microelectronics
229490	Course Deletion	MUS MED 355 Advanced Woodwind Technique, Materials and Methods
229489	Course Deletion	MUS MED 252 Advanced String Technique, Materials and Methods
236019	Course Deletion	E E ECE 555 Optical Fiber Communication

2. Curriculum Items Requiring a Motion

236789	Major Addition	E E Accelerated 4+1 Program for BSEE/MSEE

240326	Minor Addition	THE Musical Theatre

234250	Concentration Addition	MTG Logistics Analytics

236322	Major Modification	I M Animation
236321	Major Modification	I M Interactive Media

230113	Program Modification	IDP MS in Data Science Analytics

237196	Minor Modification	M L Management

243363	Concentration Modification	MTG Global Supply Chain Management
234357	Concentration Modification	BUS Business Analytics
240479	Concentration Modification	CS Computational Data Science
240482	Concentration Modification	EGT Engineering Analytics

3. Academic Calendar 2026-2027

See attached

B. University Resources Committee

1. Motion to revise the charge and membership of the University Resources Committee.

(see attached)

C. Faculty Members of the Senate Executive (FMSE) Committee

(report attached)

VI. Reports from Administrators

A. Provost and Senior Vice President for Academic Affairs Zakahi

B. President Standifird

VII. Old Business

VIII. New Business

IX. Adjournment



Second Regular Meeting Minutes
2023-2024 Bradley University Senate
3:10 p.m., Thursday, October 19, 2023
Ballroom, Michel Student Center



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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

1. Meeting called to order by Senate President Drake at 3:11pm.

II. Announcements

0. The meeting is being recorded and livestreamed. Thank you, IT! President Drake noted it takes about a week for recording to get on Canvas.

III. Approval of the Minutes of the First Regular Meeting of the 2022-2023 University Senate, September 21, 2023.

See attached Minutes. There is a slight clarification from when the minutes were originally sent out that Michelle Fry talking only for herself and not the URC Committee in her comments about the proposed language changes.

Sen. Rimmel moved to approve, Sen. Schweigert second. Motion passed.

IV. Report from Student Body President Jack Batz

1. Student Senate is getting into the groove on their meetings. Its first retreat is tonight. President Batz is looking forward to collaboration on projects.
2. Academic Affairs- working on issues of waitlisting and registration with the Registrar's office.
3. They are creating financial literacy workshops.
4. They are discussing dining hall issues.
5. Overall mission at this time is to get as much information from students about the academic restructuring process. President Batz is trying to help clarify the process and is trying to get answers. He is meeting with Standifird bi-weekly. Students have concerns about their programs, but until the recommendations are made public, not a lot Student Senate can do.
6. Trying to keep positive and try not to reflect the stress in classroom. Hoping faculty will create an environment to make sure students' concerns are heard.
7. Student Senate wants to make sure student voices are heard.

V. Reports from Committees

A. Curriculum and Regulations

1. Report from Wendy Schweigert – C&R just met on Tuesday, there are no additions or deletions, etc. to discuss at this Senate meeting. C&R is modifying the process of adding new programs to include financial viability and other criteria. They are also looking at online undergrad program criteria and considering handbook language about online undergraduate programs. If you would like to share any concerns, email Sen. Schweigert.
2. Question from Sen. Colin Corbett what are the criteria? Sen. Schweigert – we haven't yet had time to discuss it.

B. Executive Committee

1. Motion to revise the charge and membership of the University Resources Committee.

(see attached) This is to reduce the number of redundant committees.

Sen. Landon Williams – for the student member on the committee, will they be at every meeting? President Drake – there could be times that the student rep is asked to leave, such as personnel discussions. Sen. Mat Timm – Couldn't remember a time student was asked to leave

Sen. Kristi McQuade asked if we could hear the concerns about lack of staff on the committee with the changes? President Drake – concerns of ratio of faculty to staff. Dr. Michelle Fry (non senator) – She was comfortable with language, but others on the committee have expressed concerns. There are questions around the merge between this committee and the Supporting Costs Committee, charges, faculty to staff ratio, but Dr. Fry doesn't want to speak for other members of the committee and they are not here to voice their concerns.

Sen. Corbett – should we delay a vote if no one is willing to speak to concerns?

President Drake – received comment(s) about presidential appointees, the cost committee was evenly split between faculty and staff and this won't be.

Sen. McQuade – concerns that this committee has traditionally been a faculty committee with representatives from financial services, and is not in favor of this motion, because it would dilute the voice of the faculty on the committee

Tom Richmond said no one talked to the Staff Council and he doesn't feel the language here gives them enough voice (Pres. Drake clarified that this was sent to Staff Council).

Sen. Schweigert moved to send back to committee for further discussion. Sen Williams second, motion passed.

C. Handbook Rewrite

1. Motion to revise the Handbook language on program discontinuations.

(see attached)

This motion was put on the floor at the last meeting, so it can be voted on at this meeting. Dannielle Wentzel noted that Senate was rewriting the handbook on program discontinuation while we were engaged in the process. Is this binding to the current process? Is it making the handbook just reflect the current process?

Sen. Timm – previous handbook language did not say that the Senate was to vote on the approval of the faculty review committee. Feels that part is the most important and appropriate change. Before, there could be a faculty committee, but senate vote was not required. It is after the fact for the current process, but it is an important change going forward if this happens again.

Motion passed.

D. Faculty Members of the Senate Executive (FMSE) Committee

1. Pres. Drake would like to note that the FMSE wants to thank all the departments who took a huge amount of time and effort filling out the requested documents and gathering data. FMSE also enjoyed meeting with the departments. It was clear we saw the passion from each department for Bradley University
2. We are currently reviewing and seeking input from the library and Deans
3. In discussing the Resolutions from the last meeting: Resolution A – we did take this into consideration
4. B – we did use this information when determining criteria
5. C – we feel that administration gave us the data requested here

VI. Reports from Administrators

A. Provost and Senior Vice President for Academic Affairs Zakahi

1. He notes he hasn't been able to report since last spring
2. Thank you for Dean Huberman for his 30+ years of dedication at Bradley. We will wait to have a celebration to honor his work in the spring, at Dean Huberman's request. This is a loss for Academic Affairs of institutional memory, he has given us great insight and context. His many accomplishments have been credited in other places, and

we know he has done great work for the university. He has hired every current faculty member in CFA except two. [Senate gives Huberman a round of applause]

3. Vision for online instruction at Bradley – we have and continue to develop a healthy online graduate presence with Pearson (now Boundless Learning) in Nursing, Counseling in EHS. We also run ones in NPL, CS, two degree completion programs at undergraduate (UG) level and one in occupation therapy.
4. Pre-COVID he stated he had no interest in online UG programs, but programs in EGT and EHS have asked to pursue UG online programs.
5. BU has about 800 online students currently. Goal from president of 3000 online and international students by 2030, and he wants to be independent of Boundless Learning by 2033. Understands there are concerns and reluctance to it. We have learned that we need to attract students we are not currently. This allows us to attract nontraditional students and perhaps Veterans. EGT will be receiving new competition from ISU.
6. Online programs will not be forced on any department, but would be more of a “coalition of the willing”
7. At some point in the future, this will have to be a part of what we do. Some of the data presented by Rui Li shows some students want the flexibility to have some classes online.
8. He also believes there’s an opportunity to limit or change the discount rate with online programs. If we are offering something others aren’t there’s an opportunity to get a Bradley degree online and we can charge a premium price or less discounted price.
9. He asked that we find ways to support online UG instruction for those interested in doing it.

Questions for the Provost

1. Sen. Corbett – are there enough BCC courses for online students? Provost: students are transferring in credits from other places already. Would much rather offer BU students classes here, students typically picking up classes from other places. Would prefer to offer those BCC classes at BU
2. Sen. Rimmel – is that 3000 on top of current students? Provost: Yes.
3. Sen. Flint – why conflate online and international? Provost: Represent new markets. Flint: Online students are different than international students, should separate them
4. Sen. Nielsen – He likes that students want flexibility for on campus students, but will talking about reducing discount, how do we compete for online students at a premium rates with other places? Some programs (like EGT) are not online, is there a good reason for that? Provost: More students are getting their classes online. Students are getting more comfortable with online courses. That change is worrisome to us, but students are voting with their feet and they don’t want to study in person. Most graduate programs in professional areas have moved online.
5. Sen. Karen Smith; Boundless Learning does all of our marketing, how will we manage marketing and enrollment? Provost: That’s why this is phased. We hope to have the staff to manage this, but giving up almost 50% of revenue to Boundless Learning when we could use that revenue to cover some of those expenses. May be able to outsource marketing.
6. Dr. Fry – As we look forward to expansion of online programs, have we done an analysis of success of current online programs and can that be shared out? Provost: They have been quite profitable, especially in Nursing and Counseling. Retention rates are not at the same level, because someone will start, take a semester off, then come back in. Goal is a 90% success rate that students achieve their goals. Can get analysis to people. Fry: Also wants to see success of ones not done with Boundless Learning. Provost: These are not there yet.

7. For UG programs, what systems are put in place to meet our standards consistent with our brands? Provost: Keep high standards (like licensure pass rate) as on the ground programs. Keep looking at learning outcomes. Online programs report to VP of Strategy and Innovation because treating them like an incubator and will eventually transfer over to Academic Affairs.
8. Optics of the restructuring process looks like we are diverting resources from what we doing well to online? Provost says that money is going to on the ground.
9. Sen. Nair – EGT faculty has no clarification on who will be developing the courses.
10. Sen. Williams – in 2030 will this 3000 students be in addition to the 4000 we already have, and more faculty for online? Provost: What we have done in current programs, we have added faculty as the programs grow. We have ten years to build this.
11. Sen. Hertich: As the chief Academic Officer what is your vision for how we manage such a high quality student experience after our cuts? Provost: Thinks it will be “hard to provide the same level of support”. 25% of our programs hold 75% of the students. There will be fewer choices, but BU will dwindle away without cuts. Doesn’t want to end programs, but need to stop the university from eventually closing. We have put off challenging decisions for a while. We can’t do that anymore. We are at the point there are things we have to do. The Provost doesn’t take pleasure in it. Has confidence we can continue to have high quality experiences to our student, but not the same ones as in the past.

B. President Standifird

1. A lot of good things happening. The rollout of digitally connected campus has been good. Sensitive to the fact that the thing on everyone’s mind is restructuring. He is focusing on academic program assessment and the resolutions that came through at last meeting.
2. He is thoughtful about the data he shares and the validity of major information. Got from IPEDS data, which says we have 106 majors, asked enrollment management, 25% of our majors cover 75% of students.
3. Academic program assessment process – FMSE is doing immense work, chairs and deans have gathered info. From everyone we have talked to, everyone wants to position BU for long term success, even if we have different opinions on how this should be done. There are a lot of people involved in making decisions, there is only one Bradley.
4. A conversation that has popped up are Plan A, Plan B, etc. The President is working aggressively on one plan from the FMSE that everyone can support. The president is convinced that is the best way. Doesn’t want different plans. Said his ideal is that there is a set of recommendations, led by the faculty, that we can all get behind.
5. What’s next? Where is this taking us? Having conversations with different groups, including the President’s Advisory Committee. One of resolutions was to add representatives to PAC, but the President thinks it’s more productive to use the existing structure to get feedback, so will not be adding more reps to PAC. Instead, he would like to see a shared vision through the Strategic Planning Committee.
6. URC and the supporting cost committee – the President has zero interest in deconstructing the URC. Been looking at their annual reports and the red flags. They were hampered because they weren’t getting the info from administration and he will help.
7. Supporting costs committee gave more optics to units outside academic affairs. But don’t need to have competing mechanisms. The President would like to disband that committee and just have URC.

8. Data and transparency – resolutions around that and directed to the administration. He has been working closely with the FMSE to get the info.
9. None of what we are going through is pleasant. This is the most difficult thing the university has ever gone through. The President will put mechanisms in place to make sure it doesn't need to happen again.
10. We will do whatever we need to do to balance the budget in the most collaborative way possible.

Questions

1. Sen. Rimmel – have you already considered what programs to cut? From Student Senate sounds like you have already done so, as you told them you were cutting 30 out of 50 programs. President has not said he's cutting 30 of 50 programs, even if reflected in student senate minutes. He has no pre-conceived ideas but it would be irresponsible if he was not looking at the data. Ideal is a set of recommendations from the FMSE that we can get behind.
2. Laura Satterfield – if a program has a positive margin with extra money for overhead, why would cutting the unit benefit the university? President: Must be thoughtful about full cost accounting. Baseline costs are not enough. If there's financial damage from cutting a program, we will look at that carefully. Satterfield: How do you account for the loss of income? Lots of different ways to look at this. Does appreciate the work FMSE did to talk with individual departments.
3. Wayne Bosma – PAC doesn't represent all faculty. Why not have full representation? President: We have a system to elect people to the strategic planning committee and get feedback. The difference of that with PAC is that it's a diverse group with another set of eyes to look at the overall effort to get the university on sound financial footing. We must make critical investments. Looking at Last Lane to execute on long term success and the strategic planning committee would be weighing in on that.
4. Sec. Blair said the President told FMSE and stated at senate that 10 million was already cut outside of academics and asked if he was committed to sharing that information.

Standifird: "Yes, I am. And I want to do that through the URC. And the reason being is that's a group that is well positioned to. They've spent a fair amount of time understanding the finances of the university understanding the structure of the university. So yes, and I want to do that through the URC."

Sec. Blair: When looking at the data provided by the administration, FMSE discovered multiple significant errors. Are you committed to having accurate data when making decisions? President: He is passionate about data and wants to have the most accurate data. Standifird: "So I counted on the fact that whatever data we initially created would have flaws. I don't think you could have created the perfect data set to solve this problem. By the way, if you could create the perfect data set to solve the problem, we wouldn't need a committee. We would have just looked at the data and made the decisions. I was counting on the fact that we would find inaccuracies in any singular piece of data set that we would look at and I was counting on the fact that you all would do exactly what you're doing. That you would dig in, start finding those, start asking questions, start getting more information to create a better sense of the type of things we should be doing and the things we should be looking at. Okay."

Sec. Blair: Asks Standifird if he is committed to getting accurate data

Standifird: "I'm not only committed to that, I'm actually a little obsessed about that."

Standifird also said: "So getting clean data has been a bit of a nightmare for us. And that in and of itself is a big issue. We have got to fix that. And so we'll clean up what we can as we go along and make some good decisions."

5. Dr. Wentzel – how many VPs are remote? President: The General Counsel is remote and is the only one. CFO Jim Cofer is here a lot. CFO search describes that the person must be on-campus. VP of Marketing, Enrollment Management, and Retention will be here in person, but family is staying till end of school year, but he will be physically here.
6. Sen. Flint – Why is \$10 million coming from Academic Affairs, which is the main reason we are here. President: "It doesn't come from this year's deficit. It comes from projections moving forward. And that's about as far as I can go on that piece, by the way, unless I get Jim Cofer here to talk about it more, which he's happy to do, to come in." Sen. Flint: Why academics? President: If you look at national average of instructional costs is 30% while we are at 37%. For the other cost cuts, we are being very thoughtful on how we are doing it. What about cuts outside of academics? Please explain where these cuts are coming from? President: We will work with URC in a thoughtful way to present them. CFO Cofer introduced those cuts at the University Conference and would be happy to present them. Cofer said when we started the year May 2023, budget was about \$21M over revenue, so they started with a 10% cut in each area, in two different rounds they got to \$5M, President said this was not enough, so then cut another \$6M for \$11M total. Senior leadership will start Nov 1 talking about how to reduce budgets even further.
7. Sen. Nair – what is the cost savings from reorganization of staff in colleges? President: We will also get that to URC. CFO: Cofer- removed 38 positions, will get more information to you. Introduced cuts to admin assistants under Huron recommendations. Will get that to you.
8. Sen. Williams: The timeline is end of semester. If we don't have accurate data, do we have the right information to make the decision? Is the timeline justified? President: The inaccuracy was with the initial data set. Current data is better because of FMSE and we have the data to make good decisions. Williams: Is this timeline justified? President: We have to be thorough but expeditious. We have to manage our banker situation. This veil of uncertainty is tough and should be dealt with.

VII. Old Business

None

VIII. New Business

1. Resolution on Financials (B) John Nielsen moves, Tom Carty seconds. No Discussion. Motion passes.
2. Resolution C on Athletics – John Neilsen moves – Megan Rimmel seconds. Discussion: President: It's a complicated analysis and can't get it done by Nov 19, but will work hard to get it done. Sen. Muncy – Athletics are crucial for marketing, keep us in touch with alumni, brand recognition, getting students to visit days, and moving to DIV III is a big move, would think it's a huge step backwards and create permanent damage. Need to address the revenue side. Nielsen – DIV III allows us to recruit paying students, and should

be explored, with DIV I we are being left behind, students don't attend games. Student President Batz, feels that this would be a mistake. We will also struggle to get students to events. Some of the most fun he's had. Jackie Hogan; issue with strong opinions, this resolution is just about more information on costs. Colin Corbett, resolution looks at costs and revenues, if going down to DIV III differs in revenues, if the analysis could be helpful to stay at DIV 1

3. Corbett move to amend as written. Schweigert second. Amendment passes. Muncy: hard to quantify brand recognition and media mentions. Williams supports DI athletics and a point of pride. Should also consider finding inefficiencies in athletics. Motion passes 21-17.
4. Resolution D: Sen Nielsen moves, Sen. Timm seconds. Discussion: none. Motion carries.
5. Resolution A: Sen Nielsen moves, Sen. Carty seconds. Discussion: Timm - unnecessary as we will be answering most of these questions. Motion fails.

IX. Adjournment

Meeting adjourned 5:14 pm.

Resolution A

RESOLUTION ON DATA, METHODOLOGIES, & METRICS IN “ACADEMIC RESTRUCTURING”

Whereas the Faculty Handbook makes clear that terminations of appointments and discontinuations of programs can only take place through GOOD FAITH determination—and goes out of its way to employ the Latin legal term from contractual law, “bona fide” (see pp. 102, 103),

Whereas the Faculty Handbook insists that the process of such decision-making should be thoughtful, precise, and based on clear criteria, but that once made “a faculty determination that a program, department or division is to be discontinued will be considered presumptively valid” (103-4),

Whereas the Faculty Handbook also informs us that “research misconduct in academe is an intolerable threat to the most fundamental purpose of a university” (110) and that strenuous efforts must be made to avoid “fabrication of data, deceptive reporting of data, and/or purposeful omission of conflicting data” as well as a “reckless disregard for the truth by stating or presenting a material or significant falsehood” (111),

Whereas President Standifird has stated that “there really is no reason to delay making decisions because we have the information we need” (“Bradley Faculty Respond to Budget Cuts,” *Bradley Scout*, 6 Oct. 2023),

BE IT RESOLVED that the University Senate charges the faculty of the Senate Executive Committee acting as an ad hoc committee (FMSE) for the purposes of recommending procedures and decision-making about “academic restructuring” to report to the Senate and Administrative Officers before recommending program cuts or terminations (and not later than 4 November 2023):

- on the usefulness of extant metrics in relation to long-range judgments to enhance the educational mission of the University and its financial stability,
- on the validity of current methodologies for collecting information about the university’s finances and activities as a whole and in its separate programs and units,
- and on the accuracy of available data about those finances and activities,

so that CONFIDENCE in the process can be established.

Resolution B

Whereas, President Standifird indicated in the September 21, 2023 meeting of the University Senate that Bradley has “some issues on the covenants of our loans” but did not provide details on what exactly is meant by that statement.

Whereas, we were in sound financial state as of June 1, 2023, as measured by the AAUP’s financial distress composite index, and we do not yet have a cash deficit, and we have a significant endowment to cover shortfalls for several years until the issue is stabilized,

Be it resolved, that, in order to bolster faculty confidence in his leadership, the President provide detailed explanations as to what caused us to not be able to meet the covenants and whether it was preventable, what our bankers are now requiring of us, what financial reasons are driving the short timeline for academic cuts, as well as to address the concerns that a serious financial mistake may have been made that resulted in our failure to meet the terms.

Resolution C

Whereas, intercollegiate athletics is an integral part of the University that brings value to the student experience and is a point of connection for alumni to Bradley University.

Whereas the University is apparently facing a \$15M structural deficit, and the administration has decided to use cuts to academics to reduce 67% of this deficit, despite academics being the dominant revenue source and only representing 37% of expenditures.

Whereas, the primary undertaking of the University is academics.

Whereas current expenditures by athletics require subsidies from academics in order to maintain current levels of spending.

Be it resolved that the University Senate charges the administration with, ~~by the end of the day on November 19, 2023,~~ **ASAP**, providing the University Senate with a ~~detailed~~ cost/revenue analysis of switching from Division I to Division III athletics.

Corbett amends, Schweigert seconds, amendment passes.

Resolution D

CONSULTING

Whereas, the University Administration has engaged numerous consultants in recent years to advise it on a wide variety of projects and initiatives without any input or approval from the Contractual Arrangements Committee of the Senate and without providing a full accounting of consulting agreements

Whereas, despite the increase in the number of consultant contracts, the University reports that it is still facing a \$15M structural deficit, which it plans to resolve with massive cuts in academic spending, despite academics being the dominant revenue source and only representing 37% of expenditures

Be it resolved that the University Senate charges the administration with, by the end of the day on November 2, 2023, providing the University Senate with a detailed list of all consulting contracts in which the University has engaged over the past five years and a detailed return-on-investment analysis of these expenditures.

8. The Committee on University Resources

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

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

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

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

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

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

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

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

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

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

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

CURRENT HANDBOOK LANGUAGE – p. 103

Revision 2.38 – September 30, 2022

3) Discontinuation of a Program or Department Not Mandated by Financial Exigency

Termination of an appointment with continuous tenure, or of a probationary or special appointment before the end of the specified term, may occur as a result of a bona fide formal discontinuation of a program, department, or division of instruction. The following standards and procedures will apply:

- a) The decision to discontinue a program, department, or division of instruction will be based solely on educational considerations, as determined primarily by the faculty as a whole or an appropriate committee thereof. Such educational considerations shall not include cyclical or temporary variations in enrollment, but shall reflect long-range judgments that the educational mission of the University will be enhanced by the discontinuation;
- b) Before the Administration issues notice to a faculty member of its intention to terminate an appointment because of formal discontinuation of a program, department, or division of instruction, the University will make every effort to place the faculty member concerned in another suitable position. If placement in another position would be facilitated by a reasonable period of training, financial and other support for such training will be provided. If no position is available within the University, with or without retraining, the faculty member's appointment may be

Proposed Revised Language

See AAUP regulation 4d

<https://www.aaup.org/report/recommended-institutional-regulations-academic-freedom-and-tenure>

3) Discontinuation of a Program or Department Not Mandated by Financial Exigency

Termination of an appointment with continuous tenure, or of a probationary or special appointment before the end of the specified term, may occur as a result of a bona fide formal discontinuation of a program, department, or division of instruction. The following standards and procedures will apply:

- a) The decision to discontinue a program, department, or division of instruction will be based solely on educational considerations, as determined primarily by the faculty as a whole or an appropriate committee thereof **that has been elected by the faculty members of the University Senate. The faculty representatives involved in making decisions on discontinuations must hold themselves accountable to the faculty with no confidentiality requirements.** Educational considerations shall not include cyclical or temporary variations in enrollment, but shall reflect long-range judgments that the educational mission of the University will be enhanced by the discontinuation;
- b) **Faculty members serving in a program, department, or division of instruction under consideration for discontinuation will be informed of this activity in writing and provided at least thirty days in which to respond to it in writing;**
- c) Before the Administration issues notice to a faculty member of its intention to terminate an appointment because of formal discontinuation of a program, department, or division of instruction,
 - i) **the decision to discontinue the program, department, or division of instruction will be proposed in a motion to the faculty members of the University Senate for deliberation and a vote so that the Faculty position on the proposal can be recorded;**

terminated, but only with severance salary equitably adjusted to the faculty member's length of past and potential service;

c) A faculty member may appeal a proposed relocation or termination resulting from a discontinuation and has a right to a full hearing before the Committee on Tenure, Promotion, and Dismissal, with all the rights attendant upon a dismissal procedure as specified in Dismissal Procedures. The issues in such hearings may include the University's failure to satisfy any of the conditions specified in this Section. In such hearings a faculty determination that a program, department or division is to be discontinued will be considered presumptively valid, but the burden of proof on other issues will rest with the Administration.

ii) the University will make every effort to place the faculty member concerned in another suitable position. If placement in another position would be facilitated by a reasonable period of training, financial and other support for such training will be provided. If no position is available within the University, with or without retraining, the faculty member's appointment may be terminated, **with at least one year of notice or at least one year of severance salary and benefits. Severance salary must be** equitably adjusted to the faculty member's length of past and potential service;

d) A faculty member may appeal a proposed relocation or termination resulting from a discontinuation and has a right to a full hearing before the Committee on Tenure, Promotion, and Dismissal, with all the rights attendant upon a dismissal procedure as specified in Dismissal Procedures. The issues in such hearings may include the University's failure to satisfy any of the conditions specified in this Section. In such hearings a faculty determination that a program, department or division is to be discontinued will be considered presumptively valid, but the burden of proof on other issues will rest with the Administration.

UNIVERSITY SENATE MEETING SIGN IN SHEET –

SENATORS

Meeting Date:

10/19/23

Name		Name	
Batz, Jack		Maillacheruvu, Kris	Waysi
Blair, Eden		McQuade, Kristi	KM
Borton, Rachel		Metzger, Cyle	Ch
Brammeier, Heather		Miah, Suruz	
Carty, Tom	TEC HB	Moeckel, Mark	
Cheney, Brian		Moon, Dan	DM
Clark, Chad		Muncy, Jim	Jim
Clark, Jessica		Nair, Kalyani	Kalye
Corbett, Colin		Newton, Lee	RL
Drake, Teresa		Nielsen, John	JL
Eskin, Candace		Nigg, Jessica	J
Fitzgerald, Josh		Pershing, Johanna	
Flint, Edward		Portocarrero, Melvy	MAP
Ford, Heather		Raheem, Malik	
Frazier, Meg		Rommel, Megan	MMP
Getz, Dan		Schweigert, Wendy	Wendy
Gore, Bryce		Shastry, Prasad	Prasad
Grugan, Amy		Smith, Karin	K
Ham, Brian		Spires, Todd	
Hawkins, Samuel	SH	Standifird, Stephen	SS
Hertich, Alex	AH	Stern, Travis	T.W.S
Hogan, Jackie		Stover, Naomi	MS
Huberman, Jeff		Thomas, Nathan	N
Jung, Karl		Timm, Mat	M, P.
Kelly, Joseph		Tronnes, Libby	Libby
Kelly, Todd		Way, Jamie	Jamie Way
Khodair, Yasser		Webb, Brian	Brian
Kimberlin, Kevin		Williams, Chris	
Kindler, Andy		Williams, Landon	LW
Lockhart, Josh		Zakahi, Walter	WZ
Dahlquist, Jaiira	J		

UNIVERSITY SENATE MEETING SIGN IN SHEET –

VISITORS

Meeting Date:

10/19/2023

Name	College/Unit	Name	College/Unit
Bethany Lehn	CEET	Norma Anderson	DIET
Najeebe Akberul	CEET / FCB		
Sherry Grant	FCB		
Tahir Williams			
Thomas Palakeef	LAS / ENG		
SARAH HINE	CFA		
Ethan Ham	IM		
Shannon Sandoval	COM		
TERI THOMPSON	ADM		
Chun Ky	Adm		
Michelle Naisenti	Library		
Tom Richmond	Advancement		
Christina Norton	Library		
Michelle Edgecomb Fry	LAS BIO		
Wayne Bosma	CNM / grad Education		
Jaine Grandstaff	Accounting		
Alex Lalama	LAS / ENG		
Andy Kelly	PHL / RLS		
Barbara Kerns	IT		
Ryan Dorr	Student Senate		
Dannelle Wentzel	CHM BCB		
Tommy Scott	HISTORY		
Anthony Yim	RO		
Jen Dost	LAS BCB		
Kushant	Chem / ACM		
Michelle Fry	LAS / CHM		
MARIE BROWN	ML / PCMA		
DAVID SCUFFHAM	IT		
LIBIN MOU	LAS		
AARON BUCHICO	EMERITUS		
Brian Jasekko	BUPD		
Greguelin Alvarez	CEET		
JANA HANNICKEN	EHS		

2026-2027 ACADEMIC CALENDAR

Fall Semester 2026

August 17, Monday -- Reporting date for faculty

August 22, Saturday -- Residence halls open

August 26, Wednesday -- Fall Semester & Fall Session 1 (1st half) classes begin

October 9, Friday -- Fall Session 1 (1st half) classes end

October 10, Saturday -- Fall Recess begins

October 14, Wednesday -- Fall Semester classes resume

October 14, Wednesday -- Fall Session 1 (1st half) ends & grades due by 3 PM

October 16, Friday -- Fall Session 1 (1st half) grades posted

October 19, Monday -- Fall Session 2 (2nd half) classes begin

November 25, Wednesday -- Thanksgiving Recess begins (no classes)

November 30, Monday -- Fall Semester and Fall Session 2 (2nd half) classes resume

December 8, Tuesday -- Last day of Fall Semester and Fall Session 2 (2nd half) classes end

December 9, Wednesday -- Study Day

December 10, Thursday -- Final Examinations begin

December 16, Wednesday -- Final Examinations end

December 19, Saturday -- Commencement (grades due by 10 am)

January Interim 2027

January 4, Monday -- First day of classes (*Classes meet Monday – Saturday*)

January 18, Monday -- January Interim ends

January 19, Tuesday -- Grades due by 3 PM

Spring Semester 2027

January 11, Monday -- Reporting date for new faculty

January 17, Sunday -- Residence halls open

January 20, Wednesday -- Spring Semester & Spring Session 1 (1st half) classes begin

March 9, Tuesday -- Spring Session 1 (1st half) classes end

March 12, Friday -- Spring Session 1 (1st half) ends & grades due by 3 PM

March 13, Saturday -- Spring Recess begins

March 16, Tuesday -- Spring Session 1 (1st half) grades posted

March 22, Monday -- Spring Semester classes resume & Spring Session 2 (2nd half) begins

May 4, Tuesday -- Last day of Spring Semester and Spring Session 2 (2nd half) classes

May 5, Wednesday -- Study Day

May 6, Thursday -- Final Examinations begin

May 12, Wednesday -- Final Examinations end

May 15, Saturday -- Commencement (grades due by 10 AM)

Summer Semester 2027

May 17, Monday -- May Interim (3-weeks) begins

May 19, Wednesday -- Summer Semester & Summer Session 1 (1st half) begin

May 31, Monday -- No classes on Memorial Day Holiday

June 4, Friday -- May Interim (3-weeks) ends

June 7, Monday -- May Interim (3-weeks) grades due by 3 PM

June 30, Wednesday -- Summer Session 1 (1st half) classes end

July 2, Friday -- Summer Session 1 (1st half) ends & grades due by 3 PM

July 5, Monday -- No classes on Fourth of July Holiday (observed)

July 6, Tuesday -- Summer Session 1 (1st half) grades posted

July 7, Wednesday -- Summer Session 2 (2nd half) begins

August 18, Wednesday -- Summer Semester & Summer Session 2 (2nd half) classes end

August 20, Friday -- Summer Semester & Summer Session 2 (2nd half) ends & grades due 3 PM

August 24, Tuesday -- Summer Semester & Summer Session 2 (2nd half) grades posted

8. The Committee on University Resources

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

To support and advance the budget process to ensure the compatibility of university-wide resource allocations with overall University goals and strategic priorities by:

a. ~~To foster the compatibility of resource allocations with overall University goals by focusing its attention on University-wide and long-range decisions:~~

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

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

c. ~~3) To~~ Making periodic reports and recommendations to the University Senate ~~which may make recommendations and~~ 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~~ Four 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~~ The remaining members shall ~~be appointed from the staff of and by~~ include the Chief Financial Officer (or an appointee from Financial Services), one staff member at the Director Level (appointed by the Staff Council), and a ~~One shall be a~~ student appointed by the Student Senate.

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

b. The Chairperson of the Committee shall be elected ~~from and~~ by the members of the Committee ~~from the faculty members.~~

Report on the Work of FMSE, Fall 2023

November 6, 2023

Respectfully submitted by the Faculty Members of the Senate Executive Committee of the University Senate: Teresa Drake (EHS), Travis Stern (CFA), Eden Blair (FCB), Kalyani Nair (EGT), Kristi McQuade (LAS), Mat Timm (Immediate Past President)

Executive Summary

In late July 2023, President Stephen Standifird announced that the University is facing a \$13M fiscal budget shortfall and a large structural deficit,¹ and that to address these budget issues, \$10 million in permanent savings from Academic Affairs must be identified by the end of the Fall 2023 semester.² As this involved the possibility of discontinuing programs, formation of a faculty review committee was required as outlined in the Faculty Handbook: “*The decision to discontinue a program, department, or division of instruction will be based solely on educational considerations, as determined primarily by the faculty as a whole or an appropriate committee thereof.*”³ At the August 17, 2023 Special Meeting, the University Senate voted to approve the Faculty Members of the Senate Executive Committee (FMSE) “as the faculty committee to review programs for possible discontinuation.”⁴

In the spirit of shared governance, FMSE accepted the responsibility to evaluate programs, but did so reluctantly, noting that:

1. The urgency and magnitude of the \$10M target is unclear, and President Standifird has stated that he is committed to this target even if FMSE recommendations do not add up to \$10M.
2. The deficit (reported to be \$13-\$15M) has not been caused by increases in instructional costs, but primarily by too-low tuition, high discount rate, and missed enrollment targets.
3. \$10M from Academic Affairs represents roughly two-thirds of the proposed cuts, which is a disproportionate share given that academic spending represents only 37% of the total budget.
4. These drastic cuts in Academic Affairs are being made in the absence of a shared vision for the future of the University that should be developed in consultation with the Strategic Planning Committee.
5. Cutting \$10M from Academic Affairs has the potential to cause irreversible harm to academics, the backbone of the university and its primary revenue-generating arm.

The Administration provided FMSE with several metrics upon which to base their decisions, including 5-year tuition revenue, marginal contribution, enrollment, completion, average course size, and semester credit hours. FMSE notes that:

¹ Email correspondence to Bradley Faculty and Staff. “Important Update for Bradley University,” July 31, 2023.

² Budget Forum, August 3, 2023

³ Page 103, Bradley Faculty Handbook

⁴ Special Meeting of the 2023-2024 University Senate, August 17, 2023.

1. None of the metrics are aligned with the University’s strategic plan or directly address “educational considerations.”
2. Multiple errors were found in the data provided, and these errors impact departments’ metrics significantly and disproportionately.
3. Several of the metrics are largely beyond the control of the departments, instead depending heavily on enrollment management and marketing strategies.
4. Departments had not seen the metrics prior to receiving them from FMSE.
5. Sufficient time was not provided for FMSE and the departments to analyze and correct the errors in data.

In an attempt to obtain more complete and accurate data, and to include data directly related to educational considerations, FMSE asked each department to fill out a three-page document including 1) corrections to the provided metrics, if able, 2) quantitative and qualitative data related to each of the five strategic imperatives of the current Strategic Plan,⁵ and 3) permanent cost savings they could achieve in their units. Twenty-nine of the thirty departments submitted completed templates.

FMSE was highly impressed by the quality of the programs and the extent to which every department is contributing to the strategic plan, and we were moved by their willingness to offer up cost savings sacrifices that could place burdens on their units in the years to come.

We recommend approximately \$4,573,000 in savings from cuts to instructional costs, including the reduction of 30 full-time faculty lines (the vast majority of which were suggested by the departments and come from not filling lines after retirements and vacancies), curricular rearrangements to reduce the need for part-time instructors, and the elimination of some programs/majors.

We recommend additional cost savings of around \$4,626,000 in other areas of Academic Affairs:

- Pausing initiatives in certain new academic programs that require significant start up costs and infrastructure until the financial situation stabilizes.
- Cost savings in the Dean’s Office and other college units.

We also recommend that Administration make significant changes in the following areas:

- A reduction to the Athletics tuition subsidy.
- Reduction in senior Administration (Vice Presidents, AVPs) and miscellaneous expenses in those units, including additional reductions in spending on external consultants.

Finally, we recommend that the VP for Enrollment, Marketing, Communications, and Retention collaborate closely with departments to best align our academic programs with our vision and recruitment strategy. Additional recommendations are made in the full report.

⁵ <https://www.bradley.edu/sites/strategicplan/>, accessed October 31, 2023.

Preface

We thank the academic departments for the collegial and collaborative manner in which they engaged with the faculty members of the Senate Executive Committee (FMSE). We commend their diligent efforts to find cost savings to address the University's financial problems.

Background

President Standifird informed the campus community in July that \$13-\$15M in spending cuts must be made to keep the university afloat in the long term, with \$10M in permanent cost savings coming from Academic Affairs. It is unclear why two-thirds of the total cuts must come from Academic Affairs when instructional costs are only roughly 37% of the budget. The vast majority of instructional costs are from faculty salaries and benefits, which, according to Provost Zakahi, cost roughly \$100,000 per faculty member.⁶ To reduce instructional expenses by \$10 million would require elimination of roughly 100 full-time faculty lines (30% of the total 340 faculty members⁷) - the equivalent of eliminating around 12 departments in their entirety (40% out of a total of 30 departments).

Given the magnitude of the proposed cuts and their potential harm to the University, it is important to consider the administrative decisions that have contributed to the current financial situation.

Previous Administration. In 2016, President Gary Roberts notified the University Senate of an operating deficit and committed to being in the black by the next year.⁸ However, instead of more conservative fiscal actions, construction on the Business and Engineering Convergence Center (BECC) was started without adequate donations. This added to our financial issues.⁹ President Roberts then announced in 2018 that the size of faculty would likely need to be reduced, but hopefully through attrition over several years.¹⁰ In 2020, COVID-19 exacerbated the tenuous financial situation.

Voluntary and Involuntary Separations in 2020. In the summer of 2020, President Standifird started his Administration by eliminating \$7 million from the budget, first using incentivized voluntary separations, then resorting to involuntary separations in which an additional twelve employees lost their positions.¹¹ When asked by the FMSE how the University could now have a \$13M deficit when we had eliminated \$7M from the budget only three years ago, President Standifird noted that some of the initial savings had been lost due to re-hires.¹² Other

⁶ Meeting between Senate Executive Committee and President Standifird, July 27, 2023.

⁷ Meeting between Senate Executive Committee and President Standifird, July 27, 2023.

⁸ Minutes, First Meeting of the 2016-2017 Senate, September 15, 2016.

⁹ The current Administration has indicated they restructured that debt.

¹⁰ Email correspondence from President Roberts, October 2, 2018.

¹¹ Minutes, Special Meeting of the 2020-2021 Senate, July 16, 2020.

¹² Meeting between Senate Executive Committee and President Standifird, July 27, 2023.

expenditures that eroded the initial savings included completion of the faculty salary initiative, a 2% salary increase in 2022, and balancing of faculty workloads across colleges.¹³

Hiring Practices and Increased Administrative Costs. In the past year alone, 42 tenure track faculty (15 new, 27 replacement), have been hired with approval from the Provost. While some of these positions may have been essential to the functioning of the university, the large number of hires indicates to FMSE that the Administration either did not understand that there was a significant structural deficit or chose to continue hiring in the face of the deficit. Some of these hires occurred late in AY2023 or over the 2023 summer, when it was clear that the Fall 2023 freshman class was going to be significantly below the Administration's targeted number and discussions about a financial crisis had started. Moreover, the current number of VP-level administrators at Bradley is twice as many as 15 years ago, yet this expansion of upper administration has not led to increased enrollment and is concurrent with a worsening of our financial state, not improvement.

Tuition, discount rate, and recruitment. As a private university, the majority of our revenue comes from student tuition, so pricing, discount rate, and recruitment are critical to our financial stability. In recent years, our enrollment numbers have frequently fallen short of targets, contributing to the deficit. Adding to that has been the growing tuition discount rate. During the seven year period from 2009 to 2015, our tuition discount rate for entering first year students was 5 to 8 percent below that of our peer group. Over the seven subsequent years, that gap decreased gradually such that during the last two years our tuition discount rate actually exceeded that of our peer group.¹⁴ An even bigger impact has been that our tuition increases have not kept pace with those of our peer group. To illustrate the impact of our underpriced tuition, consider the 23-24 tuition at Butler which is \$5742 higher than at Bradley.¹⁵ If the gap were only half as great, our tuition revenues this year would have been \$4.3M higher (assuming 4000 undergrads and a discount rate of 62%).

Financial Management and Relationships with Banks. Since 2020 we have had four different CFOs, an unacceptably high turnover rate. The two CFOs in place from Summer 2020 to April 2023 were both hired without an open search or search committee, and neither had a background in university finances. President Standifird has mentioned that the COVID relief funds we received obscured the severity of the financial issues,¹⁶ but it is difficult to comprehend how leadership could have misunderstood our finances so significantly that a financial problem (the structural deficit) quickly morphed into a financial crisis that now, according to the Administration, requires immediate and draconian cuts to address.

¹³ Meeting between Senate Executive Committee and President Standifird, August 8, 2023. Faculty in departments with 4 hour courses are still frequently teaching more than 18 hours per year.

¹⁴ Jim Cofer Slides, University Conference, August 15, 2023. Those slides note that in 2018, with about a 52% tuition discount rate for entering first year students the budget was balanced.

¹⁵ <https://www.butler.edu/admission-aid/tuition-costs/>

¹⁶ Meeting between Senate Executive Committee and President Standifird, July 14, 2023.

President Standifird has suggested that a key factor forcing the short time frame for budget cuts is issues with our debt covenants and lines of credit. Although some information about these claims has been shared, the level of detail provided does not explain the relationship between the problems with the debt covenants, the line of credit, and the \$10M deficit.

Process

In a late Summer 2023 meeting with the Senate Executive Committee, President Standifird made it clear that to solve these financial problems, \$10M in cuts from Academic Affairs would need to be made, and that this would involve program discontinuations. He expressed a commitment to follow the Faculty Handbook by having a faculty committee evaluate programs, however the imposed timeline made election of such a committee impossible. FMSE therefore reluctantly agreed to serve as the committee if approved by the University Senate to do so.

At a Special Meeting on August 17, 2023, the University Senate approved of FMSE serving in this capacity, in spite of significant objections,¹⁷ after the President stated that he would appoint a faculty committee the following week if FMSE were not approved in that meeting. FMSE would be remiss if we did not note that this statement limited the ability of Faculty to fully exercise their responsibilities in shared governance and raised concerns about our role in the process.

The most serious flaw in the current assessment of academic programs is the compressed time frame under which this review is being conducted. While the December deadline was, according to President Standifird, approved by the Board of Trustees, it was set without consultation with any relevant Senate level committee¹⁸ and without considering our interdependence and the need for joint determination laid out in the Faculty handbook.¹⁹ **The FMSE emphasizes that the compressed time frame severely hampered the ability of departments to prepare thorough reports and has limited our ability to make optimal cost saving recommendations that could benefit the university.**

In spite of our serious reservations about the timeline and about the Administration's inadequate justifications for the urgency and magnitude of spending reductions in academics, the FMSE developed a process to, within the timeline required by President Standifird, evaluate programs based on educational considerations, defined as their contributions to the University's current

¹⁷ Minutes from the First Regular Meeting of 2023-2024 University Senate, September 21, 2023

¹⁸ E.g., without consultation with any of the University Resources Committee, the University Strategic Planning Committee, the Contractual Arrangements Committee, or the Senate Executive Committee.

¹⁹ "At Bradley University all components are aware of their interdependence, of the usefulness of communication among themselves, and that the force of joint action will increase the capacity to solve educational problems. This statement is based on the assumption that the faculty and Administration have as their common interest the qualitative academic growth of Bradley University. To achieve this objective, it is recognized that interdependence is essential and that it is not a negation of interdependence to assign specific rights and responsibilities to the Administration, while still other rights and responsibilities are subject to joint determination by both the faculty and the administration. At the highest level, joint determination involves the faculty, the students, the Administration, and the Board of Trustees as definite groups within the University (p. 5, Bradley Faculty Handbook)."

“Strategic Imperatives.”²⁰ Our process also sought to identify cost savings that could be achieved at the department level. This process was presented to the Senate on September 21, 2023.²¹

Data Provided by Administration. The Administration provided data from the straight tuition model (aggregated for 2018-2023), including:

- the total revenue by course prefix code
- total contribution margin (total tuition revenue minus instructional costs) by prefix
- margin % by prefix
- total enrollment in majors by prefix
- total completion (graduates) by prefix²²
- average course enrollment by prefix
- contributions divided by 100-200, 300-400, 500+ level courses

We requested additional data from the Administration, including:

- number of faculty and FTE by department
- course releases to determine more accurate instructional costs (not received)
- discounts/scholarships from endowments to determine more accurate revenues (not received)
- financial data specific to every program/concentrations (not received)
- career outcome data from Smith Career Center

While FMSE understands that no simple data set can provide a comprehensive measure of educational contributions and financial viability of a program, we must point out some major flaws with the data we were provided. First, for FMSE to use the data the Administration provided to help identify academic programs (majors, minors, concentrations) for discontinuation, they would have needed to provide granular data on those programs, but the data we received were based only on course “prefix code.” Some prefix codes at BU correspond to a specific major, but in many cases they correspond to a department that offers multiple majors, or to other types of programs such as the Honors Program or a College. The data were not useful for program-specific evaluation. Equally important, the “total contribution margin” calculation developed by the Administration to evaluate a department’s financial contributions to the University is flawed in several ways that affect department ratings significantly and disproportionately. Some of the more serious flaws include:

1. Total revenue was computed from the actual tuition dollars paid by each specific student in each course offered by the department. This penalizes any departments that enroll

²⁰ These five strategic imperatives are: “Welcoming, Caring, Diverse and Inclusive;” “Personalized Life Path;” “Return on Educational Investment;” “Boundary-Breaking Innovations;” and “Financial Strength and Operational Excellence.” <https://www.bradley.edu/sites/strategicplan/>, accessed October 31, 2023.

²¹ “Faculty Committee Review” email correspondence sent by University Senate President Drake with the Agenda for the First Regular meeting of the 2023-2024 Senate, September 19, 2023.

²² The above metrics are described in more detail in “a Calculation Explanation” and “b Calculation Explanation” documents attached in correspondence from University Senate President Drake to Department Chair September 22, 2023.

larger-than-average numbers of students who receive merit scholarships, students from lower socioeconomic households, athletes, Bradley employees, or dependents of Bradley employees. This also imposes financial penalties on departments that offer courses that must have low enrollment caps, such as laboratory courses (where the problem is further exacerbated by the higher education norm that contact hours exceed credit hours), courses offered by departments whose external accrediting agency caps classroom sizes, and First Year Seminar courses, common intellectual experiences that are an evidence-based approach to improving retention. (This is in conflict with the *Welcoming, Caring, Diverse and Inclusive* strategic imperative of the current Strategic Plan.)

2. Instructional costs per course, which included faculty salaries only, were calculated by multiplying the instructional cost per credit hour by the course credit hours. The instructional cost per credit hour was determined by dividing the total salary paid to the faculty by the total of that faculty's credit hours taught during the contract term. This approach did not take into account several important complicating factors, including:
 - a. Faculty course releases - Instructional costs were significantly overestimated for departments with faculty who have course releases for performing administrative duties at the College or University level, because the portion of their salary corresponding to their course release was not subtracted. In addition to the resulting error in the margin, this approach suggests that the Administration undervalues the many significant ways in which the Faculty contributes services which support the University's educational mission. (This is in conflict with the *Financial Strength and Operational Excellence* strategic imperative of the current Strategic Plan.)
 - b. Uncompensated Overloads - The metrics provided by the Administration did not correct for the fact that many independent study, mentored research, and other student-centered experiential learning courses are taught as uncompensated overloads. The low enrollments in these courses also skew the average course enrollment. (This is in conflict with the *Personalized Life Path* strategic imperative of the current Strategic Plan.)
 - c. Cross-listed courses - The metrics did not take into consideration cross-listed courses, where students enrolled in two different courses (often one undergraduate and one graduate course) sit in one classroom and utilize one faculty member. This is a common cost-savings measure in accelerated programs, such as 4+1 programs. Such courses were counted separately in the average course enrollment. (This is in conflict with the *Personalized Life Path* and *Financial Strength and Operational Excellence* strategic imperatives of the current Strategic Plan.)
 - d. Interdisciplinary work - The metrics provided punish programs whose curriculum is interdisciplinary and may draw from multiple course prefixes and departments with faculty who teach courses with prefix codes from other departments or the College, such as a First Year Seminar or a 100-level college survey course. (This

is in conflict with the *Boundary-Breaking Innovation* and *Personalized Life Path* strategic imperatives of the current Strategic Plan.)

Beyond the issues with the data described above, we found many examples of inaccuracies in the specific numbers reported in the data sets provided to FMSE by the Administration, and these were later confirmed by the Departments. These problems included, for example, significant undercounts of majors in certain programs, no counting of second majors, inaccuracies in the number or rank of faculty, and large inaccuracies in how the summer and J-term sessions are accounted for in the data set (e.g., Computer Science reported that a \$365,000 contribution to their margin from Summer 2023 **alone** is missing).

The most striking flaw with the data provided by the Administration is that it did not include any qualitative data that would allow the committee to evaluate each department and/or program on the basis of educational considerations, as is required by the Faculty Handbook, including how they are meeting the strategic imperatives of our current Strategic Plan.

Data Reported by Departments. FMSE asked each department to prepare a three-page summary (using a template we provided) to provide both the qualitative data we needed and corrected quantitative data, when possible.²³ To address educational considerations, categories in the template were based on the five strategic imperatives²⁴ of the current Strategic Plan. Each department had only two weeks to complete the summary. Due to the time constraints, each department was asked to submit a single summary, independent of the number of programs offered by the department. We requested a time to meet each department during those two weeks to answer questions and provide clarification, and 28 departments chose to do so.²⁵

We recognize that all departments were disadvantaged by the time frame. We also recognize that the 3-page limit disadvantaged departments that offer multiple programs. However, in spite of these limitations, our colleagues entered into this exercise in good faith. We thank them for honoring the length limits we imposed, their due diligence performed to develop their reports, and the rapidity with which they accomplished their task.

Findings

The FMSE members used the completed templates to independently assess each strategic imperative. The committee then came together to discuss each department and identify cost savings and any curriculum redesign possible based on enrollments, program margins and the extent to which departments are contributing to the strategic plan. We concluded that all

²³ (see Appendix)

²⁴ <https://www.bradley.edu/sites/strategicplan/>, accessed October 31, 2023.

²⁵ Excluding Interactive Media and Accounting

departments are making unique and valuable contributions to achieving the University's strategic imperatives.

Recommendations

After careful consideration, FMSE recommends the following in cost savings:

1. Approximately \$4,573,000 in instructional costs (see table below). The vast majority of the savings comes from not filling faculty vacancies that will occur over the next three years, and were identified by the departments themselves. (To protect the privacy of the faculty, the specifics cannot be shared in this report, but department-specific recommendations will be shared with Chairs.) We also recommend the discontinuation of some programs. Other savings will come from curricular changes proposed by departments to increase efficiency. (*Other departments are working on program deletions but were unable to put forth those recommendations for this report due to the limited time for that planning.*)

While quite a few of our programs do have very low numbers of students, many of these require no unique resources, and therefore do not need to be eliminated during this cost savings exercise. Many of these programs add value by contributing to the *Personalized Life Path* and *Return on Educational Investment* strategic imperatives. Furthermore, the utility of offering multiple concentrations within a department for recruiting purposes can be evaluated at a later date in consultation with Enrollment Management.

We remind the Administration that no additional program discontinuations should be made without careful analysis of impact on BCC and our strategic imperatives, and that all programs should be given the opportunity to improve or restructure prior to their discontinuation.²⁶

Facing anticipated lower enrollments, reduced faculty, and fewer programs, the following cost savings, both within and outside of Academic Affairs, are directly related to the program recommendations we are making and are therefore included here.

We recommend that the Administration save roughly \$4,626,000 more in Academic Affairs by:

2. Pausing initiatives in certain new academic programs that require significant start up costs and infrastructure until the financial situation stabilizes. This includes the undergraduate, online Engineering programs in Civil Engineering and Construction, Electrical and Computer Engineering, and Industrial and Manufacturing Engineering and Technology; the undergraduate, online Speech Language Pathology program; and the graduate, residential Occupational Therapy program.
3. Cost savings in the Dean's Office and other college units.

²⁶ Draft vision document written by President Standifird and provided to University Strategic Planning Committee, October 13, 2023.

We recommend that the Administration pursue significant savings in areas outside academics by:

4. Reducing the Athletics tuition subsidy.²⁷
5. Reducing senior Administration (Vice Presidents, AVPs) and miscellaneous expenses in those units, including additional reductions in spending on external consultants.

SPECIFIC PROGRAM RECOMMENDATIONS

Reduction in number of full-time faculty		30
Program discontinuations		75
ATG	MSA	1
ENG	MA	1
FCS	FCS-T	1
IMET	MFE PE	1
MTG	IB	1
ECL	EHS CRT BIT, EHS CRT CMT, EHS CRT ECT, EHS CRT EET, EHS CRT ENT, EHS CRT FCT, EHS CRT HST, EHS CRT KST, EHS CRT MGT, EHS CRT MTT, EHS CRT MUT, EHS CRT PHT, EHS CRT SET	13
	EHS ECE Concentration Majors	8
	EHS ELE (ECE/ELE) Concentration Majors	8
	EHS ELE Concentration Majors	8
	EHS LBS EL T Major	1
	EHS LBS Concentration Majors	6
	GRD ECI Concentration Majors	4
	EHS LS Major	1
	GRD ECI Certificate Majors	8
	GRD ECI Endorsement Majors	4
	GRD ECI LB T Major	1
	GRD EDA Program	1
	GRD MACH Certificate Programs	3
	GRD EA C Program	1
	GRD T75 EA C	1
	GRD NDG T	1
	GRD NPL (residential)	1
		75

Conclusions

The FMSE has worked diligently and to the best of our ability to carry out our responsibility to evaluate academic programs for possible discontinuation based primarily on educational considerations. However, after careful evaluation of the data, we were unable to identify any additional cost savings based on this criterion. Because of their deep commitment to the future success of the University, Departments identified cost savings sacrifices adding up to nearly \$5M, the majority resulting from not filling faculty lines that become vacant over the next three

²⁷ At the February 2017 University Senate meeting Gary Roberts reported that the tuition subsidy to Athletics was \$5.9 million in fiscal 2016. We do not have a current estimate of that subsidy but, given the current fiscal situation, FMSE recommends that it be reduced significantly over the next 3 years.

years. While departments believe they can continue to deliver high quality programs in spite of the staffing reductions that will occur, we must acknowledge that the reductions in faculty and programs recommended here will impact the student experience negatively. The Provost has admitted²⁸ that the changes the University is planning to implement will significantly alter student experiences. If the Administration cuts additional programs and faculty lines beyond what we are recommending here, which it has indicated it plans to do to get to the \$10M target, we fear that the impacts on the University could be devastating.

²⁸ Draft Minutes of the Second Regular Meeting of the 2023-2024 University Senate, October 19, 2023.

Appendix: Program Review Template

INSTRUCTIONS: Please outline your department's contributions in the areas listed from Fall 2018 to Summer 2023, following the instructions below: Failure to address any of the strategic imperatives will lead to an incomplete assessment and will negatively impact the assessment of your department's contributions.

Welcoming, Caring, Diverse and Inclusive - We are committed to understanding and creating a community within and beyond campus that allows you to feel welcome and included in your ability to participate in the learning experience.

DEI efforts

Contributions to global learning

Living Learning communities or other common intellectual experiences

First-year seminars and experiences

Retention efforts

* Quantitative Retention Data

Personalized Life Path - We provide clear, supportive and flexible paths with an array of enriching opportunities to realize the life you want.

Internships

Interdisciplinary course, programs, activities, etc.

Student research and creative production

Capstone courses and projects

Service learning, community-based learning

Degree Completion programs

BCC courses offered

Writing Intensive courses/ Experiential Learning courses

Courses taught to meet requirements of other programs

Return on Educational Investment - As one of our graduates, you can expect short-term benefits through career outcomes and long-term happiness from your investment.

Bureau of Labor Statistics on job market growth

<https://www.bls.gov/ooh/field-of-degree/home.htm>

<https://www.newyorkfed.org/research/college-labor-market/index#/overview>

* Number of students graduating within each program (e.g. major, minor, other; departments will have opportunity to account for double majors)

* Career outcomes

Boundary-Breaking Innovations- We will help you realize a purposeful plan to create the career and life you want by delivering engaged learning beyond your major and beyond the classroom

Innovations in your program(s)

Financial Strength and Operational Excellence - Execution of the plan requires a strong foundation of financial strength and operational excellence.

Course surcharges, lab fees, etc.

Program/Department endowments

Operating expenses

Capital expenses

Grants (internal and external)

Course releases

SCH by academic rank of the instructor

Independent studies, uncompensated overloads, etc.

Faculty Scholarship or creative production

Faculty Service to college or university

Number of faculty (full time, part-time, and numbers for each year since 2018)

SCH generated from BCC courses

SCH generated from non-BCC courses required for programs outside the department

* Revenue trends

* FTEs

* Number of applications

* Number of majors (departments will have opportunity to account for double majors)

* Number of minors

* SCH generated

* Average course enrollment at 100, 200, 300, 400, and grad level (not including uncompensated overloads)

Cost Savings: List permanent changes your program/department can make within the next three years to reduce instructional expenses. *Do not include changes focused on increasing revenues.* All programs should have a goal to increase their margin by at least 5% (straight tuition model). Programs whose current margin is more than 5% below 65% (straight tuition model) should propose changes that increase their margin to as close to 65% as possible. Provide an itemized list of expected cost savings with a total included. Examples of cost saving measures to consider include - reducing the number of required courses for your program, reducing the frequency of course offerings, increasing minimum enrollments, eliminating majors, minors, or concentrations, reducing faculty/staff lines and showing expected vacancies not to be replaced. Non-instructional cost reductions in your program/department may also be included.