



Third Regular Meeting  
2021-2022 Bradley University Senate  
3:10 p.m., November 18, 2021  
Ballroom A, Bradley Student Union  
and via Zoom

Mathew Timm is inviting you to a scheduled Zoom meeting.

Topic: Third Regular Meeting of the 2021-2022 University Senate  
Time: Nov 18, 2021 03:00 PM Central Time (US and Canada)

Join Zoom Meeting  
<https://Bradley.zoom.us/j/99494942645?pwd=alRmYzdVK1ZqYINRVjFQYzRlZDVQZz09>

Meeting ID: 994 9494 2645  
Passcode: 324492  
One tap mobile  
+13126266799,,99494942645#,,,,\*324492# US (Chicago)  
+19294362866,,99494942645#,,,,\*324492# US (New York)

Dial by your location  
+1 312 626 6799 US (Chicago)  
+1 929 436 2866 US (New York)  
+1 301 715 8592 US (Washington DC)  
+1 346 248 7799 US (Houston)  
+1 669 900 6833 US (San Jose)  
+1 253 215 8782 US (Tacoma)  
Meeting ID: 994 9494 2645  
Passcode: 324492

Find your local number: <https://Bradley.zoom.us/u/ab7ej8OnCE>



## **MISSION:**

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

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

### **II. Announcements**

0. The meeting is being recorded.
1. 2022 marks the 125 Anniversary of the founding of Bradley University. The President’s Office is collecting ideas about how to celebrate this anniversary. If you have suggestions or would like to volunteer to help plan the celebration, contact Rennee Charles.
2. Volunteers are still needed to help with December Graduation.
3. Covid protocols permitting, the University Senate will return to in-person only meetings in February.

### **III. Approval of the Minutes of the Second Regular Meeting of the 2021-2022 University Senate, October 21, 2021**

See attached Minutes.

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

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

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

#### **1. Curriculum Consent Items**

204700	Core Curriculum Addition	IME IME 461 Simulation of Manufacturing and Service Systems
205093	Core Curriculum Addition	COM COM 305 The Persuasive Process
207644	Core Curriculum Addition	I M I M 288 Game Design I
207750	Core Curriculum Addition	CHM CHM 599 Research
207751	Core Curriculum Addition	ENG ENG 180 Introduction to English Education
209653	Core Curriculum Addition	HIS HIS 320 Renaissance and Reformation
210757	Core Curriculum Addition	HIS HIS 209 History of Africa
213516	Core Curriculum Addition	I M I M 261 User Research & Usability
213665	Core Curriculum Addition	COM COM 330 Communication Law and Ethics
213815	Core Curriculum Addition	I M I M 110 Introduction to Game

		Development
213817	Core Curriculum Addition	I M IM 191 Comics Appreciation
211536	Course Addition	MUS MUS 102 The Music Business for Performing & Composing Professionals
212426	Course Addition	COM COM 326 DIGITAL ANALYTICS
213816	Course Addition	I M IM 191 Comics Appreciation
211814	Course Deletion	ART ART 420 BFA Seminar I
207851	Course Modification	ART ART 305 Editorial Design [Changes:PreReq]
209649	Course Modification	HIS HIS 320 Renaissance and Reformation [Changes:Desc]
212126	Course Modification	P T KH 306 Health Science Applications for Sports [Changes:PreReq]
212127	Course Modification	P T KHS 310 Statistical Procedures in Health Sciences [Changes:PreReq]
212129	Course Modification	P T KHS 345 Motor Control and Motor Learning [Changes:PreReq]
212130	Course Modification	P T KHS 380 Disability and Health in a Global Society [Changes:PreReq]
213003	Course Modification	MTH MTH 101 The Art of Mathematical Thinking [Changes:Desc]
213007	Course Modification	MTH MTH 111 Elementary Statistics [Changes:Desc]
213006	Course Modification	MTH MTH 121 Calculus I [Changes:Desc]
213009	Course Modification	MTH MTH 122 Calculus II [Changes:Desc]
213012	Course Modification	MTH MTH 223 Calculus III [Changes:Desc]
213013	Course Modification	MTH MTH 224 Elementary Differential Equations [Changes:Desc]
213014	Course Modification	MTH MTH 305 Modern Geometry [Changes:Desc]
213015	Course Modification	MTH MTH 310 Introduction to Number Theory [Changes:Desc]
213016	Course Modification	MTH MTH 345 Differential Equations [Changes:Desc]
213017	Course Modification	MTH MTH 403 Complex Variables I [Changes:Desc]
213021	Course Modification	MTH MTH 404 Modern Algebra I [Changes:Desc]
213022	Course Modification	MTH MTH 405 Modern Algebra II [Changes:Desc]
213018	Course Modification	MTH MTH 414 Partial Differential Equations [Changes:Desc]

## 2. Curriculum Items requiring a motion

211009	Major Modification	I M User Experience Design
213904	Major Modification	COM Organizational Communication
206591	Minor Addition	ATG Accounting Minor
213539	Minor Modification	COM Organizational Communication

### **3. Approval of the new and improved Summer 2023, AY2023-2024, Summer 20204 Academic Calendars.**

See attached.

### **4. Other Motions:**

- (a) The University Senate reaffirms all policies as outlined in the Graduate catalog.
- (b) The University Senate empowers the Executive Committee of the Graduate School/Graduate Faculty until new processes are formalized.  
(memo from C&R attached.)

### **VI Old Business**

#### **VII. New Business**

**1. Motion:** Add search committee composition language to III.B. Policies and Procedures for the Selection of Academic Administrative Offices as indicated below.

p. 145 Preamble (new language and changes in red font)

The academic administrative officers referred to in this policy are the President of the University, the Provost, and Vice President for Academic Affairs, the Deans of Colleges, ~~and~~ the Director of the Library, **and an Associate Provost, should a Provost determine a need for such an officer.**

p. 146 add

**e. The search for an Associate Provost shall be initiated by the Provost and Vice President for Academic Affairs. The faculty component of the search committee shall number at least two-thirds of the voting membership of the search committee. Each academic College and the Library shall elect a faculty representative to the search committee by and from its full-time faculty. A member of the University Student Senate shall be appointed by the University Student Senate as a voting member. The Chair of the search committee shall be elected by the committee from among its membership.**

### **2. Other**

#### **VIII. Reports from Administrators**

**A. President Standifird** (traveling)

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

**C. CFO/COO Cox**

### **IX. Adjournment**



Second Regular Meeting Minutes  
2021-2022 Bradley University Senate 3:10 p.m., October 21,  
2021 Ballroom A, Bradley Student Union and via Zoom



## **MISSION:**

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

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

The meeting started at 3:10 PM.

### **II. Announcements**

1. The meeting is being recorded.
2. Please attend the Follow-up Forms to the President's State of the University Address. Watch B-News for dates, times and locations.
3. 2022 marks the 125 Anniversary of the founding of Bradley University. The President's Office is collecting ideas about how to celebrate this anniversary. If you have suggestions or would like to volunteer to help plan the celebration, contact Rennee Charles.
4. Thank the IT team for the technical support and the event support team.
5. Return the normal operation of senate: (1) send out items for the senate meeting agenda. one week in advance of the senate meeting is preferred. (2) encourage more interaction on campus with a sense of community.

### **III. Approval of the Minutes of the First Regular Meeting of the 2021-2022 University Senate, September 16, 2021.**

See attached Minutes.

**Motion:** Ahmad Fakheri, 2<sup>nd</sup>: Teresa Drake  
**The motion carries unanimously.**

### **IV. Report from the Student Body President Erin Bousek**

Erin posed a question on faculty and asked how an instructor would respond to students who are struggling and what kind of expectation from an instructor point of view. In the discussion session, Dan Matisa, Sherri Morris, Wendy Schweigerrt and Matt Tim made comments and suggestions: 1. students and instructors should communicate and work out a plan together. 2. Faculty are struggling to keep up as well. 3. Faculty can use the alert system when students are disengaging from the course. Students contact your instructor or academic success center and talk with them. 4. Mat Tim, Erin Bousek and Nathan Thomas will organize some forums and ask a few faculty volunteers to have further discussion and communication with students.

## **V. Reports from Committees**

No report from committees.

## **VI. Old Business**

**2. Motion:** Change the Handbook Language about CUSHR as indicated. The new hand book language is immediately below. A copy with the old language next to the new language is attached below, prior to the Minutes of the First Regular Meeting.

**Change IV. F. 1, 2 & 3 as proposed.  
Eliminate current IV. F. 3-15**

### **1. Institutional Authority [Process 1 for change]**

Bradley University's Institutional Review Board (IRB), the Committee on the Use of Human Subjects in Research (CUHSR), is an official committee of the University. The committee chair is appointed by the Provost and the Provost is responsible for assigning an individual with signatory authority. CUHSR was designed to meet all appropriate laws and regulations of the federal government for research using human subjects. Members and investigators are expected to be familiar with said regulations. Federal regulations are generally considered minimal standards; institutions and their IRBs typically have additional rules, regulations, and policies that may be more restrictive, require higher levels of ethical conduct or risk regulations or are deemed necessary for the effective accomplishment of their mission.

### **2. Definition and Purpose [Process 1 for Change]**

The purpose of the CUHSR is to minimize the risk and ensure the informed consent procedures to human subjects participating in research conducted by the Bradley University faculty, staff, students, and other allied healthcare professionals according to the Code of Federal Regulations for Protection of Human Subjects. The federal standards will be strictly followed for research protocols that are funded and/or in any way supported by any federal agency. Otherwise, the federal standards and the Belmont report will be used as a guide to review and approve protocols by the committee. The Committee structure will be based on the IRB standards in the federal code and guided by the Office of Human Protection in Research (OHRP) which is a division of the Department of Health and Human Services. CUSHR may be used to approve projects that fall outside of the strict federal definitions but still need human protection oversight.

### **3. Committee Process and Responsibilities [Process 1 for Change]**

The Committee chair in **consultation** with the academic Deans will secure members and conduct meetings in accordance with the federal regulations. The Committee Chair will be ultimately responsible for the review and approval of protocols and will maintain a

website by which to communicate with the Bradley community and by which to disseminate policies and procedures for the review process to occur in an expeditious manner.

**Motion** to approve these changes above. (it was on the senate floor from the previous meeting):

**Discussion:**

**Motion to amend:** must at least one representative from each academic college  
Brent Wiley (motion), Jeff Huberman (2<sup>nd</sup>)

**Discussion:**

**Motion to have Andrew Strubhar talk on the senate floor:**

Motion: Matt O'Brien 2<sup>nd</sup>: Teresa Drake

The motion carries unanimously.

Simon Petravic, Danielle Glassmeyer, Brent Wiley, Andrew Strubhar and Meg Frazier participated the discussion. There are 10 members with two members outside of Bradley. The number changes over years. Social science related research in CFA and library. They don't have any representative in IRB.

**The amend carries unanimously.**

There is a concern on the wording "must": **must** at least one representative from each academic college.

**Motion to amend** : change "must" to "shall"

Walter Zakahi (motion), Eden Blair (2<sup>nd</sup>)

Parliamentarian Mike McAsey concerns the meeting procedure of having multiple amend. More discussion on "Shall" vs. "Must"

**The majority voted "NO". The amend does not carry.**

**Motion to postpone** the discussion to next meeting

Motion: Kevin Kimberlin; 2<sup>nd</sup>: Teresa Drake

**The motion carries unanimously.**

## **VII. New Business**

Discussion of the 2021 Strategic Plan – A copy is attached as a separate document to the email announcement of the Second Regular Meeting of the 2021-2022 University Senate sent on 10/14/2021.

President Standifird gives a short report: It is time to re-socialize. The university is trying to be more creative in programs and create new revenue. Interactive media and nursing are securing federal findings. The university will have forums in a more consistent and regular basis. The university will increase minimum wage. Be aware that there is also a salary compression issue. The financial team did an excellent job in debt restructure. More conversation on budget this and next semester.

### **Q&A and discussion session:**

**Questions and Comments:** A question was raised on equipment upgrade in Olin Hall. There were concerns on the strategic planning process. As one of standing committees, the USPC

should report the strategic plan to the senate and get it approved by the senate. There are 11 initiatives in the current strategic plan. Only 2 of them are under the Provost Walter Zakahi. Is the strategic plan designed around who we are? Additional questions and comments on resource-centered management, high impact practice, and transactional education. For interdisciplinary action item, losing faculty lines is discouraging. Suggest to use faculty's expertise in survey research to help craft tools to design survey and interpret survey responses or data. How do we make sure the piloting process for advising and mentoring does not affect enrollments?

**Summary of answers/comments:** The President Standifird is working on a major capital campaign to have major upgrades in science area. The strategic plan is designed with countability and around who we are. The university is trying to improve financial strength and leverage it better.

### **VIII. Reports from Administrators**

#### **A. President Standifird**

Summarized in the New Business discussion

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

None

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

None

### **IX. . Adjournment**

The meeting adjourned at 5:01 PM.

Prepared by : Yufeng Lu, Senate Secretary



**Proposal to Change CUSHR language.** The current language is in red or ~~strikeout~~ font.

**Change IV. F. 1, 2 & 3 as proposed.**

**Eliminate current IV. F. 3-15**

### **1. Institutional Authority [Process 1 for change] OLD**

Bradley University's Institutional Review Board (IRB), the Committee on the Use of Human Subjects in Research (CUHSR), is an official committee of the University ~~appointed by the Associate Provost for Research. The committee chair is appointed by the Provost and the Provost is responsible for assigning an individual with signatory authority.~~ CUHSR was designed to meet all appropriate laws and regulations of the Federal Government for research using human subjects. Members and investigators are expected to be familiar with said guidelines. Federal Guidelines are generally considered minimal standards; institutions and their IRBs typically have additional rules, regulations and policies that may be more restrictive, require higher levels of ethical conduct or risk regulations or are deemed necessary for the effective accomplishment of their mission

### **1. Institutional Authority [Process 1 for change] NEW**

Bradley University's Institutional Review Board (IRB), the Committee on the Use of Human Subjects in Research (CUHSR), is an official committee of the University. The committee chair is appointed by the Provost and the Provost is responsible for assigning an individual with signatory authority. CUHSR was designed to meet all appropriate laws and regulations of the federal government for research using human subjects. Members and investigators are expected to be familiar with said regulations. Federal regulations are generally considered minimal standards; institutions and their IRBs typically have additional rules, regulations, and policies that may be more restrictive, require higher levels of ethical conduct or risk regulations or are deemed necessary for the effective accomplishment of their mission.

### **2. Definition and Purpose [Process 1 for Change] OLD**

The purpose of the CUHSR is to minimize the risk and ensure the informed consent procedures to human subjects participating in research conducted by the Bradley University faculty, staff, students and other allied healthcare professionals according to the Code of Federal Regulations for Protection of Human Subjects (45 CFR 46 *Approved July 19, 2018 and implemented January 21, 2019 and 21 CFR 50,56*). ~~“Research” means a systematic investigation, including research development, testing and evaluation, designed to develop or contribute to generalizable knowledge. Activities which meet this definition constitute research for purposes of this policy, whether or not they are conducted or supported under a program which is considered research for other purposes. For example, some demonstration and service programs may include research activities. (45 CFR 46.102d) All human subjects' research reviewed by the CUHSR will be conducted in accordance with the Department of Health and Human Services~~

~~(DHHS) and the Food and Drug Administration (FDA) Regulations. The definition of “human subject” published in the U.S. Code of Federal Regulations (U.S. 1987, 46 CFR 45 102F) is the following: “Human subject” means a living individual about whom an investigator (whether professional or student) conducting research obtains (1) data through intervention or interaction with the individual, or (2) identifiable private information. Note that the definition includes not only medical research conducted by physicians, but also other research activities involving interactions with individuals or the use of private information, e.g., private student or patient records or sociological surveys regarding students’ sexual habits. Mention should be made here that any private use of student records for research purposes are protected under Federal regulations (“Buckley Amendment,” U.S.C., 1987, Title 20, Section 1232G, Public Law 93-380, 88 Stat, 484, Section 513) Page 165 Revision 2.20—March 15, 2021 The U.S. Food and Drug Administration (FDA) definition, applicable to studies of investigational drugs or devices, is: “Human subject” means an individual who is or becomes a participant in research, either as a recipient of a test article or as a control. A Subject may be either a healthy human or a patient. Both the FDA (21 CFR 50, 56) and the U.S. Department of Health and Human Services (DHHS) (45 CFR 46) now have established regulations for the use of human subjects in research. DHHS regulations apply to research using human subjects in any research (Federal Policy for the Protection of Human Subjects, The Federal Register 56 CFR 812, June 18, 1991). FDA regulations “apply to research involving products [novel drugs and medical devices] regulated by the FDA,” regardless of the source of funding for the research activity. Both agencies require review of the applicable project by an institutional review board (IRB). In addition, state or local regulations or institutional policies may be more stringent~~

## **2. Definition and Purpose [Process 1 for Change] NEW**

The purpose of the CUHSR is to minimize the risk and ensure the informed consent procedures to human subjects participating in research conducted by the Bradley University faculty, staff, students, and other allied healthcare professionals according to the Code of Federal Regulations for Protection of Human Subjects. The federal standards will be strictly followed for research protocols that are funded and/or in any way supported by any federal agency. Otherwise, the federal standards and the Belmont report will be used as a guide to review and approve protocols by the committee. The Committee structure will be based on the IRB standards in the federal code and guided by the Office of Human Protection in Research (OHRP) which is a division of the Department of Health and Human Services. CUSHR may be used to approve projects that fall outside of the strict federal definitions but still need human protection oversight.

## **~~3. Principles which Govern CUHSR [Process 1 for Change] OLD~~**

~~The CUHSR is guided by the principles outlined in the Belmont Report that defines these three principles. These fundamental principles are inherent in the conduct of research using human subjects. They are: (1) respect for person, (2) beneficence and, (3) justice. The first of these principles, respect for person, involves the autonomy of individuals to consent to participate in the research activities and the protection of individuals with a diminished capacity for autonomy (e.g., the mentally ill, prisoners, children). This would include the writing of consent forms in language which the research subject can understand. The second principle,~~

~~beneficence, involves doing no harm (based on the Hippocratic oath) and ensuring that the benefits of the research outweigh the possible risks. Since even determining what may be harmful can sometimes involve risk, the latter of these two points (assessing and justifying the risk/benefit ratio) merits the bulk of consideration. The third principle, justice, requires that persons be treated fairly. With regard to scientific research activities, justice requires giving adequate consideration in the selection of subjects for participation so that no particular class of people is more likely to be selected than others and so that a representative sample of individuals likely to benefit from the research is included in the study population.~~

### **3. Committee Process and Responsibilities NEW**

The Committee chair in **consultation** with the academic Deans will secure members and conduct meetings in accordance with the federal regulations. The Committee Chair will be ultimately responsible for the review and approval of protocols and will maintain a website by which to communicate with the Bradley community and by which to disseminate policies and procedures for the review process to occur in an expeditious manner.



October 18, 2021

To: Mat Timm, Senate President

From: Curriculum and Regulations Committee

Subject: Consideration of New Combined Academic Calendar

At their October 15<sup>th</sup> meeting, the Curriculum and Regulations Committee passed a motion to approve and forward to University Senate, a proposal to combine the current distance education and on campus calendars into a new combined academic calendar.

See the attached proposed calendar from the Subcommittee on Regulations and Degree Requirements. Please place this proposal, as appropriate, on the agenda of the November Senate meeting.

# Bradley University

## New Combined Academic Calendar

### PROPOSAL

- **Summer Semester 2023**

May 15, Monday - May Interim (3 weeks) begins

May 17, Wednesday - Summer Semester & Summer Session 1 (1st half) begin

*No classes on Memorial Day Holiday*

June 2, Friday - May Interim (3 weeks) ends

June 28, Wednesday - Summer Session 1 (1st half) classes end

June 30, Friday – Summer Session 1 (1st half) ends & grades due by 3 PM

July 3, Monday - Summer Session 1 (1st half) grades posted

*No classes on Fourth of July Holiday*

July 5, Wednesday - Summer Session 2 (2nd half) begins

August 16, Wednesday - Summer Semester & Summer Session 2 (2nd half) end

August 18, Friday – Summer Session 2 (2nd half) ends & grades due by 3 PM

August 22, Tuesday - Summer Session 2 (2nd half) grades posted

# Bradley University

## New Combined Academic Calendar

### PROPOSAL

- **Fall Semester 2023**

August 14, Monday - Reporting date for faculty

August 19, Saturday – Residence halls open

August 23, Wednesday – Fall Semester & Fall Session 1 (1st half) classes begin

October 6, Friday – Fall Session 1 (1st half) classes end

October 7, Saturday - Fall Recess begins

October 11, Wednesday – Fall Semester classes resume

October 11, Wednesday – Fall Session 1 (1st half) ends & grades due by 3 PM

October 13, Friday – Fall Session 1 (1st half) grades posted

October 16, Monday – Fall Session 2 (2nd half) classes begin

November 22, Wednesday - Thanksgiving Recess begins (*no classes*)

November 27, Monday – Fall Semester and Fall Session 2 (2nd half) classes resume

December 5, Tuesday - Last day of Fall Semester & Fall Session 2 (2nd half) classes end

December 6, Wednesday – Study Day

December 7, Thursday – Final Examinations begin

December 13, Wednesday – Final Examinations end

December 16, Saturday – Commencement (grades due by 10 AM)

# Bradley University

## New Combined Academic Calendar

### PROPOSAL

- **Spring Semester 2024**

January 8, Monday – Reporting date for new faculty

January 14, Sunday – Residence halls open

January 17, Wednesday – Spring Semester & Spring Session 1 (1st half) classes begin

March 5, Tuesday – Spring Session 1 (1st half) classes end

March 8, Friday – Spring Session 1 (1st half) ends & grades due by 3 PM

March 9, Saturday – Spring Recess begins

March 12, Tuesday – Spring Session 1 (1st half) grades posted

March 18, Monday – Spring Semester classes resume and Spring Session 2 (2nd half) begins

April 30, Tuesday – Last day of Spring Semester and Spring Session 2 (2nd half) classes

May 1, Wednesday – Study Day

May 2, Thursday – Final Examinations begin

May 8, Wednesday – Final Examinations end

May 11, Saturday Commencement (grades due by 10 AM)

# Bradley University

## New Combined Academic Calendar

### PROPOSAL

- **Summer Semester 2024**

May 13, Monday - May Interim (3 weeks) begins

May 15, Wednesday - Summer Semester & Summer Session 1 (1st half) begin

*No classes on Memorial Day Holiday*

May 31, Friday - May Interim (3 weeks) ends

June 26, Wednesday - Summer Session 1 (1st half) classes end

June 28, Friday – Summer Session 1 (1st half) ends & grades due by 3 PM

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

*No classes on Fourth of July Holiday*

July 3, Wednesday - Summer Session 2 (2nd half) begins

August 14, Wednesday - Summer Semester (12 weeks) & Summer Session 2 (6 weeks) end

August 16, Friday – Summer Session 2 (2nd half) ends & grades due by 3 PM

August 20, Tuesday - Summer Session 2 (2nd half) grades posted





November 10, 2021

To: Mat Timm, Senate President

From: Curriculum and Regulations Committee

Subject: Proposals from C&R

At its meeting on November 9, 2021, the Curriculum and Regulations Committee passed the following two motions:

- 1) We recommend that Senate reaffirm all policies as outlined in the Graduate catalog.
- 2) We recommend that the Senate empower the Executive Committee of the Graduate School/Graduate Faculty until we have new processes formalized.

Please place these proposals, as appropriate, on the agenda of the next Senate meeting.



Mathew Timm &lt;mtimm@fsmail.bradley.edu&gt;

---

**Strategic Plan Prioritization Overview and Senate Meeting Minutes from October**

1 message

---

**Christopher Jones** <cmjones@fsmail.bradley.edu>

Tue, Nov 16, 2021 at 12:37 PM

To: Mathew Timm &lt;mtimm@fsmail.bradley.edu&gt;

Cc: Teresa Drake &lt;tdrake@fsmail.bradley.edu&gt;, Stephen Standifird &lt;sstandifird@fsmail.bradley.edu&gt;, Walter Zakahi &lt;wzakahi@fsmail.bradley.edu&gt;

Hi Mat,

I hope all is well.

You mentioned at the most recent Administrative Council meeting the need for continuity clarity within our university community when it comes to the prioritization of the strategic plan's 11 action items. The attached document addresses this issue. It's being added along with a number of resources to the strategic plan resources pages for faculty and staff. Once I have confirmation it is posted, we can direct colleagues to the page through communications. Please take a look. But the main point is the central focus in AY 2021-22/FY22 is the first four strategic action items with groundwork being laid on the other seven items.

I took a quick review of the Senate meeting minutes for the October meeting. I was surprised that there were no references to the fact that detailed information on the strategic plan's development and emerging implementation was shared, including a 10-page information packet. Could that small point be noted?

I am not asking for changes, but I was disappointed that some other points were not noted.

- While concerns were expressed (as noted in the minutes), senators did make positive comments about the strategic plan. I recall that Dan Getz offered praise as well as concern in his remarks. Colin Corbett praised the direction of the plan given the state of contemporary higher education.
- Additionally, you explained during the meeting how the faculty-staff teams engaged in the strategy development process were populated in collaboration with the Senate's Executive Committee and the Colleges.

Your thoughts?

I am copying Teresa.

Best,  
Chris

Christopher M. Jones, Ph.D.  
Vice President for Strategy and Innovation  
Professor of Political Science  
Bradley University University  
Swords Hall 206  
[1505 West Bradley Avenue](https://www.bradley.edu/1505-West-Bradley-Avenue)  
[Peoria, IL 61625 USA](https://www.bradley.edu/Peoria,IL61625USA)  
Tel: 309.677.4445  
Email: [cmjones@bradley.edu](mailto:cmjones@bradley.edu)  
URL: [bradley.edu/vpsi](https://www.bradley.edu/vpsi)



# **2021 Strategic Plan Report to the University Senate**

**October 21, 2021**

**Christopher Jones  
Vice President for Strategy and Innovation**

## **Contents:**

- I. 2021 Strategic Planning Process Numbers, Inputs, and Strategic Drivers
- II. One-Page Overview of Strategic Plan (Vision, Imperatives, & Action Items)
- III. 2021 Strategic Plan Communication Efforts (as of October 21, 2021)
- IV. Strategic Plan Implementation Engagement Roadmap – Working Draft
- V. Role of the University Strategic Planning Committee in the Implementation of the 2021 Strategic Plan – Working Draft
- VI. Current and Anticipated Strategic Plan Implementation Activities for FY 22 – Working Draft
- VII. Frequently Raised Issues about the Implementation of the 2021 Strategic Plan

*Note: The full strategic plan was provided with the October 21, 2021 University Senate meeting agenda.*

## 2021 Strategic Planning Process by the Numbers

- 14-step process
- Four 10-member faculty-staff teams
- 17-member University Strategic Planning Committee
- 21-member Strategic Leadership Group
- In all, 78 faculty, staff, administrators, and trustees across six teams
- 454 faculty and staff respondents to strategic planning survey
- 1,620 students surveyed nationally by our partner, Quester
- 10 Bradley student focus groups
- 11 faculty-staff open forums, information sessions, and presentations
- 1 website with an extensively populated resources page

### What Inputs Were Considered during the Strategy Development Process?

- Previous Strategic Plan's Accomplishments (prepared by USPC)
- Strategic Profile (developed by faculty-staff team)
- Environmental Analysis (developed by faculty-staff team)
- Competitive Assessment (Developed by faculty-staff team)
- Student Focus Group Results
- Faculty & Staff Survey Results
- Key Internal Reports (posted on Strategic Plan Resources Webpage)
- External Market Insights Analysis

### What Were the Strategic Drivers within the Process?

- What must we be thinking about? (Our Situation)
- What do we want Bradley University to be? (Our Vision)
- How do we position Bradley University? (Our Imperatives)
- What must we do to attain this position? (Our Strategic Action Items)

## OUR VISION

We deliver an engaging education that transcends traditional boundaries through scholarly and practical experiences in a diverse, caring, and inclusive environment to prepare purpose-driven leaders who achieve success and build a better world. Bradley University: An investment in the life you want.

View this and other Strategic Plan resources at [bradley.edu/sites/strategicplan/2021/resources](https://bradley.edu/sites/strategicplan/2021/resources)

## OUR STRATEGIC IMPERATIVES



### 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.



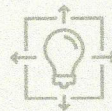
### Personalized Life Path

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



### 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.



### 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.



### Financial Strength and Operational Excellence

Execution of the plan requires a strong foundation of financial strength and operational excellence.

## OUR KEY STRATEGIC ACTION ITEMS

We are pursuing our strategic vision by living the imperatives every day as a university, at every level, and as individuals. The President's Strategic Leadership Group has identified 11 strategic action items that will advance our vision and imperatives.

- 1** Identify and onboard the Vice President for Diversity, Equity, and Inclusion who will devise a plan for improving the campus climate with attention to the leading recommendations within the Report of the Racial Equity Advisory Group.
- 2** Establish a Center for Interdisciplinary Studies to develop interdisciplinary programs and activities, identify and address roadblocks to interdisciplinary efforts, and develop new initiatives, which may include first-year seminars and alternative curricular pathways.
- 3** Maintain a positive operating margin with an emphasis on understanding

the return from current admission and marketing efforts. Conduct a careful evaluation of the current admission, recruitment, and marketing model including attention to the issue of targeted marketing and recruitment.

**4** Modernize processes and operating efficiency capabilities, particularly in the area of Information Technology. Undertake efforts to ensure appropriate data are available to make informed decisions.

**5** Reconceptualize the advising model and experience.

**6** Evaluate, right-size, and fund services related to academic support,

student support, student access, and counseling.

**7** Clarify, identify, and develop flexible academic pathways, including 4+1 and 3+2 programs, online degree programs, accelerated degrees, and new curricular pathways.

**8** Develop a more systematic approach to engaging with community partners to provide local internships and other experiential learning opportunities.

**9** Develop a life coaching function or a formalized mentoring program.

**10** Focus on career outcomes and alumni perspectives, including use of the Gallup Alumni Survey (formerly the Gallup-Purdue Index), a national survey of college graduates.

**11** Develop work study programs tied to undergraduate research and other experiential learning opportunities.

## 2021 Strategic Plan Communication Efforts as of October 21

- Vice President for Strategy & Innovation (VPSI) Presentation to Academic Council (August 3)
- VPSI Presentation to the Division of Advancement (August 4)
- VPSI Presentation to the Alumni Association Board (August 6)
- Release of Strategic Plan on Website with *B-News* Announcement (August 12)
- VPSI's Individual Messages to Each VP and Dean about Release of Plan (August 13)
- President and VPSI Presentation at Foster College Retreat (August 16)
- President and VPSI Presentation at CTEL's Fall Forum Presentation (August 18)
- VPSI Presentation to CCET Faculty and Staff Retreat (August 19)
- VPSI Presentation to Department of Psychology (August 20)
- President and VPSI Meeting with EHS Executive Committee (August 26)
- President and VPSI Presentation to Units Reporting to CFO/COO - Session 1 (September 1)
- VPSI Presentation to Units Reporting to CFO/COO – Session 2 (September 3)
- Senate-sponsored Open Faculty and Staff Forum (September 8)
- President and VPSI Meeting with FCB Executive Committee (September 10)
- President and VPSI Meeting with Division of Student Affairs Executive Committee (September 13)
- Information in President's Report to the Senate (September 16)
- Information in President's State of the University Address (September 22)
- President and VPSI Meeting with CFA Executive Committee (September 23)
- President, Provost, and VPSI Meeting with LAS Executive Committee (September 29)
- VPSI Presentation to Division of Student Affairs Staff (September 30)
- Vice President for Student Affairs Presentation to Parents Board (October 2)
- VPSI Report to University Senate on behalf of President (October 16)
- VPSI Presentation to Student Senate (*Scheduled for November 15*)

### Other Recent Actions

- One-page overview of strategic plan distributed to each full-time faculty and staff member
- Information provided on 2021 Strategic Plan resources webpage
- A short article in *Bradley Magazine* (forthcoming Fall Issue)
- Related information included in the President's *Bradley Briefing* communication
- President's local and out-of-town speaking engagements and events

### Anticipated Actions

- Future updates about strategic actions items to be posted on strategic planning website with accompanying announcements in *B-News*

**Note:** Vice presidents and deans have been informed that the President and/or VPSI will be happy to meet with any division, college, department, office, or committee on campus to present formally on the strategic plan or to engage in a more informal discussion of the strategic plan. To arrange such a presentation or discussion, please contact Chris Jones, Vice President for Strategy and Innovation at [cmjones@bradley.edu](mailto:cmjones@bradley.edu). Questions, feedback, and requests for other types of discussions can also be directed to Chris.

### Strategic Plan Implementation Engagement Roadmap (Working Draft)

Action Item	Responsible Leader	Project Managers	Committee or Working Group	Senate Engagement
1 VP for DEI	Standifird	Search - Thomas Fundraising - Genovese Onboarding - TBD	VP DEI Search Committee	Two Senate seats on search committee
2 Interdisciplinary Studies	Jones	Montgomery	Interdisciplinary Studies Advisory Committee	C&R Process if it relates to curriculum; two USPC members on advisory committee
3 Positive Operating Margin; Targeted Marketing and Recruitment	Cox	Mills Crone Ball Carmichael	N/A	Senate Resources Committee
4 Modernize Processes/ Operating Efficiency	Cox	Z. Gorman Koch Elliot	N/A	Senate Resources Committee
5 Advising	Zakahi	Nguyen	Establish Advisory Working Group	Faculty Handbook Language
6 Academic and Student Support Resources	Thomas	Thomas	Establish University Retention Committee	Admissions and Retention Committee; C&R Process if it relates to curriculum
7 New Curricular Pathways	Zakahi	Council of Academic Deans	N/A	C&R Process if it relates to curriculum; two USPC members on advisory committee
8 Community Partners/ Experiential Learning	Jones	McDowell Neidy	Cooperative Education and Internship Faculty Advisory Board	C&R Process if it relates to curriculum
9 Mentoring	Thomas	TBD	TBD	C&R Process if it relates to curriculum; consult USPC; Faculty Handbook Language
10 Career Outcomes/Alumni Prespectives	Thomas	TBD	University Assessment Team	Consult USPC
11 Work Study/Experiential Learning	Jones	Andersh Neidy	Establish campus- wide working group	C&R Process as it relates to curriculum

Working Draft

**Role of the University Strategic Planning Committee (USPC)  
in the Implementation of the 2021 Strategic Plan**

- The Committee will provide **substantive feedback** on the implementation activities associated with the execution of each of the 11 strategic action items.
- The Committee will perform a “**process check**” by providing feedback on how the strategic plan is being implemented (e.g., prioritization of strategic action items, pacing, resourcing, communication and information sharing efforts, consultation activities, engagement of appropriate stakeholders, etc.).
- The Committee will perform a “**progress check**” by monitoring and providing feedback on the progress of the overall strategic plan as well as the momentum and success of specific strategic action items and related activities (e.g., attention to project timelines, milestones achievements, key performance indicators/metrics, etc.)
- At the appropriate juncture (mostly likely in spring 2023), the Committee will **advise on strategic direction** as it did in spring 2021. That is, when it is time to update the strategic plan, the USPC will develop and recommend prospective strategic action items.



## Current and Anticipated Strategic Plan Implementation Activities for FY22 – Working Draft

### Strategic Action Item 1:

Identify and onboard the Vice President for Diversity, Equity, and Inclusion who will devise a plan for improving campus climate with attention to the leading recommendations within the *Report of the Racial Equity Advisory Group*.

### Why are we doing this?

- Advances Imperative 1: Welcoming, Caring, Diverse, and Inclusive.
- We must create and sustain a genuine and just community where *all* students and employees enjoy a true sense of purpose, respect, and belonging. Such an environment will foster personal success and well-being, as well as a genuine and long-term appreciation for Bradley University.

### Current and Anticipated Activities:

- Launch and complete search for Vice president for Diversity, Equity & Inclusion (VP-DEI).
  - Fundraise for VP-DEI's operating budget.
  - Transition and onboard new VP-DEI.
- 

### Strategic Action Item 2:

Establish a Center for Interdisciplinary Studies to develop interdisciplinary programs and activities, identify and address roadblocks to interdisciplinary efforts, and develop new initiatives, which may include First-Year Seminars and alternative curricular pathways.

### Why are we doing this?

- Advances Imperative 4: Boundary-Breaking Innovations.
- We must educate agile problem-solvers with the fluency – knowledge, skills, dispositions, and experiences – to work collaboratively with diverse individuals across disciplinary lines and professional fields to address twenty-first century challenges.

### Current and Anticipated Activities:

- Establish an advisory committee.  
*Members: Montgomery (chair), Edgecomb Friday (LAS), Ham (CFA), McDowell (Turner School), Stephens (FCB), Vollmer (EHA), and Zietlow (CCET).*
  - Develop and launch pilot initiatives for fall 2022. Committee is exploring Living Learning Communities for first-year students, interdisciplinary scholarship, a summer interdisciplinary scholars fellowship for students, alternative curricular pathways, etc.
  - Establish an endowed center as a fundraising goal.
  - Fundraise now for approved interdisciplinary studies activities.
  - Craft an implementation plan to launch the center and its initial initiatives.
-

**Strategic Action Item 3:**

Maintain a positive operating margin with an emphasis on understanding the return from current admissions and marketing efforts. Conduct a careful evaluation of the current admissions, recruitment, and marketing model including attention to the issue of targeted marketing and recruitment.

**Why are we doing this?**

- Advances Imperative 5: Financial Strength and Operational Excellence.
- Bradley must have a sustainable business model given the highly competitive, challenging, and changing higher education landscape. Successful admissions and marketing efforts are critical to our capacity to grow revenues and enjoy financial strength.

**Current and Anticipated Activities:**

- Reconceptualize the Marketing Department and launch the key position of AVP of Marketing Research.
  - Collaborate with key stakeholders to create new and innovative top-of-funnel engagement activities which differentiate the Bradley brand from the competition and drive appropriate consumer response.
  - Implement RCM budget model.
  - Marketing & Communications to collaborate with Enrollment Management on current practices and new strategies to optimize the top of the funnel.
  - Upload FY21 financial data into the current RCM Model to assess appropriate allocations. Train deans in spring 2022.
- 

**Strategic Action Item #4:**

Modernize processes and operating efficiency capabilities, particularly in the area of Information Technology. Undertake efforts to ensure appropriate data are available to make informed decisions.

**Why are we doing this?**

- Advances Imperative 5: Financial Strength and Operational Excellence.
- Bradley's success necessitates impactful actions to maximize internal efficiencies, promote operational excellence, ensure long-term financial viability, and facilitate data-based decision making.

**Current and Anticipated Activities:**

- Complete security assessment; complete data road map; and review student information system and billing system.
  - Develop S&P presentation for bond credit rating.
  - Revenue bond and bank debt solicitation.
  - Fully implement Automatic Data Processing (ADP) system in Human Resources.
  - Organize a committee for analysis and potential implementation.
-

**Strategic Action Item #5:**

Reconceptualize the advising model and experience.

**Why are we doing this?**

- Advances Imperative 1: Welcoming, Caring, Diverse, and Inclusive. It also relates to Imperative 2: Personalized Life Path.
- A reconceptualized advising model where full-time academic advisors guide students toward a timely completion of degree requirements and faculty have the capacity to focus exclusively on career mentoring will enhance Bradley's reputation for delivering a personalized education. It will also strengthen retention and graduation rates by ensuring students can easily access advising, pivot to other majors, and leverage campus resources.

**Current and Anticipated Activities:**

- Hire an advisor to backfill for the advisor going on FMLA to provide necessary support for project manager.
  - Appoint advisory committee.
  - Launch and then assess pilot project in Engineering College
  - Initiative should not move to full implementation during spring.
  - Fundraise for advising initiatives.
- 

**Strategic Action Item #6:**

Evaluate, right-size, and fund services related to academic support, student support, student access, and counseling.

**Why are we doing this?**

- Advances Imperative 1: Welcoming, Caring, Diverse, and Inclusive.
- Appropriately resourced support services will lead prospective and current students to see Bradley as a caring institution dedicated to their personal achievement and well-being. Such resources also advance recruitment, retention, and graduation, ensuring our university's commitment to student success.

**Current and Anticipated Activities:**

- Establish a university retention committee and retention plan.  
*(Support areas in need of resources will be determined through plan's priorities.)*
  - Implement Navigate Mobile app for test in spring 2022 and rollout to incoming students in Summer 2022.
  - Evaluate completed Bprep and Community Life Ambassadors programs.
  - Implement retention pilot projects.
    - Student pay to help with data integration of Navigate Mobile.
    - Professional development for key retention individuals/team.
    - Launch of a mobile app and/or virtual support for counseling and well-being.
    - Support resources to develop retention plan.
  - Fill Supplemental Instruction Outcomes Position.
  - Fundraise for retention projects as well as existing needs and operations.
-

**Strategic Action Item #7:**

Clarify, identify, and develop flexible academic pathways, including 4+1 and 3+2 programs, online degree programs, accelerated degrees, and new curricular pathways.

**Why are we doing this?**

- Advances Imperative 2: Personalized Life Path.
- More individuals are seeking options beyond a traditional four-year undergraduate degree. Offering packaged degree options, which couple bachelor's and master's degrees, online degree programs, accelerated degree paths, and micro-credentials, such as certificates and badges, will make Bradley an appealing choice for a greater range of today's learners.

**Current and Anticipated Activities:**

- Inventory existing alternate pathways.
  - Identify the plans for each college to develop alternate pathway programs.
  - Work with University Senate on setting a 120-credit floor for degrees.
  - Continue discussions of expanding the tuition band.
  - Continue "new opportunities" process, which has led to the approval of new degree programs.
- 

**Strategic Action Item #8:**

Develop a more systematic approach to engaging with community partners to provide local internships and other experiential learning opportunities.

**Why are we doing this?**

- Advances Imperative 4: Boundary Breaking Innovations.
- Developing internships and other experiential learning activities with community partners strengthens Bradley's presence in the region. More importantly, these opportunities position Bradley and the Peoria region to serve as a living laboratory for engaged, practical, and interdisciplinary learning beyond the classroom.

**Current and Anticipated Activities:**

- Hire Director of Springer Center for Internships (vacant position).
  - Devise implementation plan and vet with Cooperative Education and Internship Faculty Advisory Board and other stakeholders.
  - Inventory and manage experiential learning opportunities associated with community partners.
  - Work with Continuing Education to manage new community partnerships not tied to experiential learning.
  - Relaunch Cooperative Education and Internship Faculty Advisory Board.
- 

**Strategic Action Item #9:**

Develop a life coaching function or a formalized mentoring program.

**Why are we doing this?**

- Advances Imperative 2: Personalized Life Path.
- Mentors will further personalize and enrich the Bradley experience by providing students with identifiable and reliable sources of advice and information that will advance their education and professional development.

**Current and Anticipated Activities:**

- Determine role of project consultant.
  - Identify project consultant.
  - Hire project manager.
  - Consult with University Strategic Planning Committee.
  - Develop a campus-wide advisory group.
  - Inventory of mentoring programs presently on-campus.
  - Create a white paper or playbook to be implemented for pilot in fall 2022.
- 

**Strategic Action Item #10:**

Focus on career outcomes and alumni perspectives, including use of the Gallup Alumni Survey (formerly the Gallup-Purdue Index), a national survey of college graduates.

**Why are we doing this?**

- Advances Imperative 3: Return on Educational Investment.
- Data that our alumni credit their successful careers and lives to their college experience will constitute powerful evidence to prospective and current students that Bradley is indeed an investment in the life they want.

**Current and Anticipated Activities:**

- Complete the National Survey of Student Engagement in spring 2022.
  - Prepare to be a part of next administration of Gallup Alumni Survey, including consulting with Gallup to prepare for what to do with data survey results.
  - Engage University Assessment Team.
- 

**Strategic Action Item #11:**

Develop work study programs tied to undergraduate research and other experiential learning opportunities.

**Why are we doing this?**

- Advances Imperative 3: Return on Educational Investment.
- Better utilizing Federal Work-Study funding at Bradley provides an appealing opportunity to tie enriching academic and professional development experiences to on-campus student employment.

**Current and Anticipated Activities:**

- Hire Director of Springer Center for Internships (vacant position).
  - Establish campus-wide working group.
  - Develop implementation plan and appropriately vet plan with working group and appropriate stakeholders.
  - Coordinate, modify, and unify on-campus hiring procedures and standards.
  - Review and ensure funding for on campus employment tied to experiential learning opportunities.
  - Promote outcomes and findings to current campus community and prospective students.
-

## Frequently Raised Issues about the Implementation of the Strategic Plan

1. Who was involved in the strategy development process?
2. What was considered in the strategy development process?
3. What factors drove the strategy development process and the final substance of the plan?
4. How is information being shared?
5. How do I learn more about the strategic plan?
6. What does it mean that the strategic plan is directional?
7. What are the temporal boundaries of the strategic plan?
8. What is the implementation focus now and how long will that focus last?
9. Are we executing on all 11 strategic action items at the same time? Are the strategic action items prioritized in some way?
10. What are we specifically working on this year?
11. Have decisions been made about the strategic action items related to advising and mentoring?
12. Is a Center for Interdisciplinary Studies being established?
13. How can I learn more or become involved in a specific action item?
14. How will the Senate be engaged? What will the USPC be doing moving forward?
15. What are the strategic plan's implications for divisions, colleges, departments, offices, and other units?