



Eighth Regular Meeting  
2021-2022 Bradley University Senate  
3:10 p.m., Thursday, September 16, 2021  
Marty Theater, Bradley Student Union  
and via Zoom

Join Zoom Meeting

<https://Bradley.zoom.us/j/98019277654?pwd=ZlpXSVg5WWZPUk9HRVg0K1djUnhKQT09>

Meeting ID: 980 1927 7654

Passcode: 688645

One tap mobile

+13126266799,,98019277654#,,,,\*688645# US (Chicago)

+13017158592,,98019277654#,,,,\*688645# US (Washington DC)

Dial by your location

+1 312 626 6799 US (Chicago)

+1 301 715 8592 US (Washington DC)

+1 929 436 2866 US (New York)

+1 669 900 6833 US (San Jose)

+1 253 215 8782 US (Tacoma)

+1 346 248 7799 US (Houston)

Meeting ID: 980 1927 7654

Passcode: 688645

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



## **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. Thanks to Kevin Wahl and our other IT support personal for their assistance.
2. Kat Bloompott (Nursing) is the Faculty Representative on the Virus Response Team
3. Patricia Saleeby (Social Work) at-large representative to Faculty Advisory Council of IBHE.
4. Discussions have begun about changing the on-line programs academic year calendar to align with our on-campus academic year calendar.
5. Senate Webpages update.

### **III. Approval of the Minutes of the Eighth Regular Meeting of the 2020-2021 University Senate and the Special Meeting of 2021-2022 University Senate, May 5, 2021**

See attached Minutes.

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

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

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

#### **1. Program Additions (Need Motion)**

- |        |  |
|--------|--|
| 212218 | NUR Adult Gerontology Primary Care Nurse Practitioner (AGPCNP) DNP                       |
| 212217 | NUR Adult Gerontology Primary Care Nurse Practitioner (AGPCNP) Post-Master's Certificate |
| 212216 | NUR Adult Gerontology Primary Care Nurse Practitioner (AGPCNP) MSN                       |
| 212215 | NUR Adult Gerontology Primary Care Nurse Practitioner (AGPCNP) RN-MSN                    |

- 212214 NUR Adult Gerontology Acute Care Nurse Practitioner (AGACNP) DNP
- 212212 NUR Adult Gerontology Acute Care Nurse Practitioner (AGACNP) Post-Master's Certificate
- 212211 NUR Adult Gerontology Acute Care Nurse Practitioner (AGACNP) MSN
- 212210 NUR Adult Gerontology Acute Care Nurse Practitioner (AGACNP) RN-MSN

**2. Regulations and Degree Require change:** See attachments, below, for additional information.

**Motion:** A minimum of 120 semester hours is required for all baccalaureate degrees.

## B. Senate Executive Committee

### 1. Committee Updates

**Academic Review Board** (Informational: Change term expired to dates staggered dates per Handbook language.)

	Term
Membership 2020-2021	Expires
TBD	2024
Travis Stern	2022
David Olds	2023
Jana Hunzicker	2022
Jing Wang	2022
TBD	2024
Kevin Swafford	2024
Mark Gobeyn	2023
Philip Horvath	2022
Ross Fink	2023
Anne Hollis	----
Jobie Skaggs	----
Rob Prescott	

**Committee on Equity and Diversity** (Informational: Change term expired dates to staggered dates per Handbook language.)

Membership 2021-2022	Term Expires
Jacqueline Henderson	2024
TBD	2024
Ollie Nanyes	2023
Aurea Toxqui	2023
TBD	2022
Kerry Walters	2022

Crystal Elliott	2023
Molly Cluskey	2022
TBD	2022

**Contractual Arrangements** (Motion: Approve Kristi McQuade’s membership)

Membership 2020-2021	Term Expires
Anna Ullmann (Fac)	2022
Tanya Marcum (Fac)	2023
Elena Gabor (Fac)	2024
Dennis Koch (Admin)	2023
Kristi McQuade (Fac)	2024
Dayna Fico (Admin)	2022

**Senate Elections Committee** (Motion: Approve Tom Carty’s membership and Chairing)

Membership 2021-2022	Term Expires
Teresa Drake	2022
Tom Carty (Chair)	2023
Eden Blair	2022
TBD	2023

**University Resource Committee** (Informational)

Membership 2021-2022	Term Expires
Molly Adams	2022
Michell Fry	2024
Aaron Buchko (Chair)	2023
D Antonio Cantu	2024
Iqbal Shareef	2022
Ryan Schmidgal	2023
TBD	2022

**Student Grievance Committee** (Informational)

Membership 2021-2022	Term Expires
TBD (SCCFA)	2024
Jing Wang (CEGT)	2024
Heather Longfellow (FCB)	2023
Jennifer Jost (CLAS)	2022
Juan Rios Vega (CEHS)	2022
TBD (Undergraduate)	2022
TBD (Graduate)	2022

**Executive Committee** (Informational)

2021-2022	College	term ends
Mat Timm      Pres	LAS	2022

Teresa Drake	V.P	EHS	2022
YuFeng Lu	Secretary	CCET	2022
Eden Blair	At-larger	FCB	2022
Travis Stern	At-larger	SCCFA	2022

**Faculty Grievance (Informational)**

Membership 2021-2022	Term Expires	College
Kevin Kimberlin	2022	LAS
Alex Hertich	2023	LAS
Kristi McQuade	2022	LAS
Rachael Volmer	2022	EHS
Carmen Keist	2023	EHS
Iqball Shareef (alternate)	2023	CCET

**Sabbatical Leave (Informational)**

2021-2022 Membership	Term Expires
Anthony Adams (SCCFA)	2023
Tanay Markum (FCB)	2023
Michael Lang (CLAS)	2022
Olek Malinowski (CCET)	2022
Deborah Erickson (CEHS)	2022

**Tenure, Promotion, Dismissal**

2021-2022	College	Term Expires
Jost, Jen	LAS	2023
Beckes, Lane	LAS	2023
Fakheri	Engineering	2022
Lu, Lucy	Business	2022
Elbella, Abdalla	Engineering	2022
Kelly, Todd	CFA	2022
Courtad, James	LAS	2023 alternate

**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, after the supporting documents for the degree requirement changes.

**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.

## **VI. Old Business**

## **VII. New Business**

## **VIII. Reports from Administrators**

**A. President Standifird**

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

**C. CFO/COO Cox**

## **IX. Adjournment**



Eighth Regular Meeting Minutes  
2020-2021 Bradley University Senate  
Wednesday, May 5, 2021  
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

0. The meeting is being recorded.
1. An updated agenda was sent out this morning. The only changes in it are additions to the C&R agenda and inclusion of additional reports from several committees. Additions are shown in red font.
2. Since receiving the report from the Student Grievance Committee. I have been informed that they have received a grievance for their consideration.
3. Update on strategic planning initiative

Questions about what has been happening.

Mat Tim, Chris , Aaron, the president → a larger committer (board, faculty) see the strategic website.; external consultants are also involved. Larger groups consider Recommendations -→ forward the USPC → USPC 3 – 4 central ideas → USPC will meet up till middle of June. Some more discussion under *New Business*.

### III. Approval of the Minutes of the Seventh Regular Meeting of the University Senate

Teresa Drake (Move the motion) ; Burl George (2<sup>nd</sup>)  
The motion carries unanimously.

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

Emma Hoyhtya encouraged faculty to get students' feedback on Canvas transition and introduced Erin Boursek, in-coming student body president and ECE senior.

### V. Reports from Committees

#### A. Curriculum and Regulations

Additions to the C&R agenda are in red font.

#### Consent Agenda

201656	Core Curriculum Addition	ETL MIS 383 Advanced Ethical Hacking
203831	Core Curriculum Addition	MUS MUS 002 Senior Recital
204873	Core Curriculum Addition	THE THE 107 Practicum
204874	Core Curriculum Addition	THE THE 108 Practicum
204875	Core Curriculum Addition	THE THE 307 Practicum
204876	Core Curriculum Addition	THE THE 308 Practicum
205154	Core Curriculum Addition	COM COM 203 Introduction to Electronic Media
205178	Core Curriculum Addition	COM COM 492 Seminar in Communication
205181	Core Curriculum Addition	COM COM 417 Issues and Perspectives in Communication
205820	Core Curriculum Addition	C E CON 493 Senior Project Planning
186947	Core Curriculum Addition	I M I M 162 Intro to Scripting for Animators
200370	Core Curriculum Addition	FCS FCS 340 Parent Education
204814	Core Curriculum Addition	FCS FCS 420 Public Health Policy
204801	Core Curriculum Addition	FCS FCS 514 Food Security and Food Systems
205193	Core Curriculum Addition	COM COM 416 Researching Communication in Organizational Culture
205194	Core Curriculum Addition	FCS FCS 173 Lodging Operations
205215	Core Curriculum Addition	BIO BIO 385 Supervised Research
205218	Core Curriculum Addition	BIO BIO 485 Research
205206	Core Curriculum Addition	BIO BIO 490 Biology Capstone
205207	Core Curriculum Addition	BIO BMS 490 Biomedical Science Capstone
205209	Core Curriculum Addition	BIO ENS 470 Environmental Science Capstone
205828	Core Curriculum Addition	C E CON 498 Senior Project
202029	Course Addition	FCS FCS 502 Foundations of Dietetic Practice
202030	Course Addition	FCS FCS 505 Food Development
202033	Course Addition	FCS FCS 511 Medical Nutrition Therapy I
202036	Course Addition	FCS FCS 512 Medical Nutrition Therapy II
202039	Course Addition	FCS FCS 695 Supervised Experiential Learning in Food Service Management
202041	Course Addition	FCS FCS 696 Supervised Experiential Learning in Community Dietetics



202044	Course Addition	FCS FCS 697 Supervised Experiential Learning in Clinical Dietetics
203875	Course Addition	HIS HIS 209 History of Africa
203880	Course Addition	HIS HIS 322 Ancient Egypt and the Near East
204616	Course Addition	NUR NUR 705 Research Design and Statistical Methods
204679	Course Addition	NUR NUR 740 Healthcare Policy and Ethics in Advanced Practice Nursing
204728	Course Addition	NUR NUR 841 DNP Project I
204730	Course Addition	NUR NUR 842 DNP Project II
204732	Course Addition	NUR NUR 843 DNP Project III
204751	Course Addition	NUR NUR 844 DNP Project IV
205075	Course Addition	CS CIS 350 Foundations of Game Programming
205076	Course Addition	CS CIS 450 Game Programming Design Patterns
205077	Course Addition	CS CIS 550 Game Programming Design Patterns
205098	Course Addition	CHM CHM 370 Principles of Physical Chemistry
205219	Course Addition	CHM CHM 417 Experimental Design Laboratory
205891	Course Addition	NUR NUR 699 Topics in Advanced Healthcare Practice
202029	Course Addition	FCS FCS 502 Foundations of Dietetic Practice
206622	Course Addition	C E C E 582 Traffic Flow Theory
206623	Course Addition	C E C E 584 Urban Transportation Planning
206624	Course Addition	C E C E 585 Pavement Management Systems
206625	Course Addition	C E C E 586 Advanced Pavement Design
206619	Course Addition	C E CON 591 Advanced Topics I
206620	Course Addition	C E CON 592 Advanced Topics II
206605	Course Addition	C E CON 593 Advanced Project I
206616	Course Addition	C E CON 594 Advanced Project II
201954	Course Deletion	FCS FCS 172 Hospitality Practices I
204939	Course Deletion	CHM CHM 292 Chemical Informatics
204940	Course Deletion	CHM CHM 386 Seminar II in Chemistry and Biochemistry
205239	Course Deletion	CHM CHM 437 Inorganic Chemistry Laboratory
205240	Course Deletion	CHM CHM 537 Inorganic Chemistry Laboratory
201918	Course Modification	FCS FCS 237 Sustainability in the Apparel
201921	Course Modification	FCS FCS 334 Visual Merchandising
202045	Course Modification	FCS FCS 501 Community Nutrition Intervention
202049	Course Modification	FCS FCS 507 Nutrition Counseling and Assessment
202053	Course Modification	FCS FCS 508 Advanced Food Service Management
202054	Course Modification	FCS FCS 513 Cultural Influences in Food and Nutrition
202058	Course Modification	FCS FCS 514 Food Security and Food Systems
202061	Course Modification	FCS FCS 541 Research Methods in Nutrition and Dietetics
204675	Course Modification	NUR NUR 703 Health Promotion in Populations
204696	Course Modification	ENG ENG 500 Theory and Practice of English
204771	Course Modification	ART ART 421 BFA Seminar II
204810	Course Modification	FCS FCS 320 Public Health Intervention Strategies
204790	Course Modification	I M I M 588 Game Prototyping & Pre-Production

204791	Course Modification	I M I M 589 Game Production
204793	Course Modification	I M I M 590 Game Post-Production
204840	Course Modification	ATG ATG 383 Accounting Systems and Control
204941	Course Modification	CHM CHM 380 Seminar I in Chemistry and Biochemistry
204942	Course Modification	CHM CHM 480 Senior Seminar in Chemistry and Biochemistry
205201	Course Modification	CHM CHM 471 Physical Chemistry Laboratory
205202	Course Modification	CHM CHM 571 Physical Chemistry Laboratory
205249	Course Modification	CHM CHM 361 Biochemistry Laboratory
205499	Course Modification	P T KHS 300 Experiential Learning in Healthcare
205208	Course Modification	ECO ECO 221 Principles of Microeconomics
205210	Course Modification	ECO ECO 222 Principles of Macroeconomics
205211	Course Modification	ECO ECO 310 Labor Economics
205212	Course Modification	ECO ECO 319 Introduction to Econometrics
205213	Course Modification	ECO Q M 262 Quantitative Analysis I
205214	Course Modification	ECO Q M 263 Quantitative Analysis II
205216	Course Modification	ECO Q M 326 Business Forecasting
205217	Course Modification	ECO Q M 364 Decision Support Systems
206742	Course Modification	CFA CFA 250 Film History
206743	Course Modification	CFA CFA 320 Film Theory and Criticism
206744	Course Modification	CFA CFA 321 Topics in Film Genre

**The consent agenda items above are approved unanimously.**

205223	Concentration Deletion	CHM Chemistry-Business
205224	Concentration Deletion	CHM Chemistry-Prepharmacy

**Motion: Ahmad Fakheri (move the motion to approve the two concentration deletion items)**

**The motion carries unanimously.**

204011	Concentration Modification	THE Performance
204010	Concentration Modification	THE Production
204775	Concentration Modification	CS Cybersecurity
204849	Concentration Modification	CS
205161	Concentration Modification	CHM Chemistry-Pre-Health Professions
205225	Concentration Modification	CHM Chemistry - American Chemical Society Certified-Concentration
205227	Concentration Modification	CHM Chemistry High School Education (9-12) Concentration
205226	Concentration Modification	CHM Chemistry-Chemical Engineering Concentration
205231	Concentration Modification	CHM Medical Laboratory Science-General
205230	Concentration Modification	ENS Environmental Science-Chemistry

**Motion: Ahmad Fakheri (move the motion to approve the above concentration modification items)**

**The motion carries unanimously.**

205228 Major Addition CHM Chemistry – BA

**Motion: Ahmad Fakheri (move the motion to approve the above major addition item)**

**The motion carries unanimously.**

201916 Major Modification FCS Apparel Production and Merchandising  
204803 Major Modification FCS Public Health Education  
205204 Major Modification CHM Biochemistry  
205415 Major Modification P T Kinesiology and Health Science  
205806 Major Modification MUS Bachelor of Science or Bachelor of Arts in Music and Entertainment Industry

205804 Major Modification MUS Bachelor of Science or Bachelor of Arts in Music Business

**Motion: Ahmad Fakheri (move the motion to approve the above major modification items)**

**The motion carries unanimously.**

204848 Minor Modification CS Computer Game Technology

**Motion: Ahmad Fakheri (move the motion to approve the above minor modification items)**

**The motion carries unanimously.**

202019 Program Addition FCS Master of Science in Nutrition and Dietetics  
204670 Program Addition FCS Combined 4+1 BS/MS Nutrition and Dietetics

**Motion: Ahmad Fakheri (move the motion to approve the above program addition items)**

**The motion carries unanimously.**

203076 Program Deletion ATG GRD ATG 3A Accounting 3/2 (Internal Auditing)  
203081 Program Deletion ATG GRD ATG 3I Accounting 3/2 (Internal Auditing)  
203082 Program Deletion ATG GRD ATG IA Accounting (Internal Auditing)

**Motion: Ahmad Fakheri (move the motion to approve the above program deletion items)**

**The motion carries unanimously.**

203965 Program Modification ATG BUS ATG  
204070 Program Modification ATG BUS ATG 32  
204609 Program Modification NUR Doctor of Nursing Practice Family Nurse Practitioner (DNP FNP)  
204613 Program Modification NUR Doctor of Nursing Practice Leadership (DNP L)  
204615 Program Modification NUR Doctor of Nursing Practice Psychiatric Nurse

**Motion: Ahmad Fakheri (move the motion to approve the above program modification items)**

**The motion carries unanimously.**

**B. Senate Executive Committee** – Report attached

**C. Academic Review Board** – Report attached

**D. Continuing Education** – Report attached

**E. Contractual Arrangements** – Report attached

**F. Elections Committee**

-- Election results for 2021-2022 senate committees attached

-- Report attached

**G. Equity and Diversity** – Report attached

**G. Intercollegiate Athletics Committee** – Report attached

**H. International Initiatives** – Report attached

**I. Regulation and Degree Requirements** – Report attached

**J. Tenure, Promotion, and Dismissal** – Report attached

**K. Student Grievance** – Report attached

**L.** Several Senate Committees did not meet this year: Admissions and Retention, Sabbatical Leave, Faculty Grievance.

From senate standing committee on international initiatives, **Jeanie Bukowski** gave a verbal report on international initiatives. The report and presentation files are attached.

**Discussion Section:**

**President Standifird** congratulated the excellent work done by the international initiatives committee.

**Dan Matisa** inquired about the status of a case reported in the Tenure, Promotion and Dismissal report. **Twila Lukowia** from the committee informed that there was an agreement between the faculty member and the administration.

**VI. Old Business**

**VII. New Business**

1. Discussion – Strategic Planning - Level of senate involvement over the summer

Many senators think senate involvement is crucial. Faculty inputs are included in the process. Faculty are represented in steering committees. There are some concerns on

having official senate meetings during the summer while faculty are not under the contract. No need to worry about quorum. No voting will be involved. Senators are in favor of having information sharing session/forum/chat during the summer.

## **VIII. Reports from Administrators**

### **A. President Standifird**

- Get through the year successfully in really some of the most challenging environment
- 7 in-person graduation ceremonies in 3 days
- We have a 4% enrollment drop last year over the prior year , which is much better than we anticipated. It is way off the 20% a lot of people were projecting.
- Our current number of freshman class is 1041, which is really close to where we were before the pandemic. There has been a phenomenal effort all over campus to make sure this class comes together.
- Media search showed the prediction of 20% enrollment drop, which was about \$40 M deficit. Parents asked whether the university was financially viable. It was a shock. The university is financially viable. That's not a concern and it's never really been a concern. CFO Sheryl Cox had an interview with public radio.
  
- Bradley briefing was introduced a few months ago to provide update on what's going on campus. It includes some financial updates. In April 2020 Bradley had an estimated operating deficit of nearly \$10M. By the end of year 2020, the estimated operating deficit was roughly cut in half with detailed financial planning and cost containments. Today the university's finances are immensely improved with an expected balanced budget for fiscal year 2023. Bradley endowment assets have been grown more than 30% in the past five years to \$350M.
  
- In the May board meeting, the university will have some preliminary budget conversations with the trustees. The board of trustees will vote on a revised schedule. The September board meeting will be moved after the census day. The university will report the budget based on actual revenues. We won't have a finalized budget until Sept.
  
- After the census day, the president plans to have a state of the university address and walk through all of our financials with far more details.

**Q&A:**

Questions from Megan Remmel, Bill Bailey, Twila Lukowiak, Ahmad Fakheri, Jeanie Bukowski, Meg Frazier, Kristi McQuade

Answers from President Standifird, VP Nathan Thomas, VP Justin Ball, Provost Walter Zakahi, CFO Sheryl Cox

**Question:** A question was asked about the survey question on vaccine mandatory.

**Answer:** The survey is used to get a sense where the community is at so that we can figure out how to move forward.

Enrollment comments from Justin Ball : In 2020, a vast majority of universities including Bradley utilized June 1<sup>st</sup> as the admission decision deadline. The gross deposit high was June 5<sup>th</sup>. This year we set May 1<sup>st</sup> as the deadline. Likely we will have the high gross deposit number somewhere around May 14<sup>th</sup> or 15<sup>th</sup>. Estimated freshman class 1040.

**Question:** A question was raised on the view point on enrollment distribution among the colleges.

**Answer** from Justin Ball: STEM areas are taking a little bit more of a hit. We are seeing good numbers in nursing and game design. We see a highly erratic over-enrollment activity from flagship universities like U of Illinois , and U of Illinois at Chicago. They are being very aggressive with their stem and calculus-based curriculums and programs. Admitting students directly with a lot less activity on wait list and a lot of more work up front including not just admissions but financial aid policies and offers. Work with Deans to set enrollment goals by college, and achieve the distribution that we are seeking and looking for. Paired along with marketing initiatives. Not just the demographic clip but the realities that UIUC and UIC are always going to get their enrollment numbers and flex their demand muscles. Bradley and like institutions will work hard to preserve our enrollments and revenues. See great strains on smaller privates and regional publics. It is interesting to see how much those regional public and other privates are willing to sacrifice on revenues to maintain head counts and viability in the future. Strategic plan and academic planning will guide some of those directions to better shape the class at the institution.

**Question:** A follow up question on how to respond to the aggressive recruiting from UIUC and UIC.

**Answer** from Justin Ball: Bradley continues to try and court the group. They cannot over enroll for future years. Plan to utilize some of our scholarship and leveraging models , to have a value proposition that students who really want a particular type of experience with Bradley, versus the type of experience which is different and differentiated at the U of Illinois. Our work with Polish branding and some of the other activities with our marketing communication strategists, Huron and others will help us realign and take our message deeper into high school students and parents and

community colleges and transfer students about what really differentiates Bradley and getting back to the distinctiveness and positioning ourselves.

**Question:** A question on the Huron recommendations. Staffs are paramount to the operations across the colleges at Bradley. The data for the report was done before the pandemic and the voluntary separation program. Department Chairs and staff members themselves really haven't had an opportunity to be a part of decision making. Please address how we might be able to change it a little bit better system and make sure staff members are respected.

**Answer:**

**President Standifird:** We make some adjustments based on the changes we saw happening real time. The shifts that will be happening soon are designed to take that into account. It is a big change. A lot of pieces are shifting. As we shift into this model, we have to be thoughtful about the things about we are not doing anymore as well. There are administrative inefficiencies in the organization we are trying to weed out of the organization. Fundamentally believe this is the right model to be moving towards. It will work better than perhaps some people realize. If we find that that's not the case, we can pivot again as well.

**Walter Zakahi:** The first work with Huron was to look at creating some financial efficiencies as the result of Huron process. After the voluntary separation, we realized that we had gained most, if not all, of the financial efficiencies that we needed out of that. Now we're doing some re-organization and some restructuring. A lot of that is around the idea that many of things that we currently expect staff to do are going to move more centralized areas with the idea that there will be business partners, who department Charis, Dean offices and directors and managers can reach out to. For example, the business office will have direct points of contact for us to reach out t with the idea that try to minimize some of the bookkeeping work we currently have administrative assistants doing within departmental offices. The four centers we are talking about include Human Resources, Marketing office, Finance, IT (has points of contact for department chairs and Deans to reach out to). Our work with Huron suggests to us that we can create some process efficiencies by going this route. It is the right direction for us to go. If we give it a real opportunity and a year from now we realize that we've made a mistake, we can change what it is that we're doing. This isn't something we would be stuck with forever if we find that it's not working.

**Question:** For recommendations to reorganize into four areas, are these the only recommendations that Huron made? The report that has been shared with faculty does not have any recommendations. Did the Huron make any recommendations besides the four that you just mentioned?

**Answer: Walter Zakahi:** The ones we are talking about are primarily around the restructuring and reorganization work. The creation of these offices is one of the things we are working on. I am not aware of other sets of recommendations other that this kind of streamlining piece that we are working on .There are other pieces that they've been

working on that I've not been directly involved with around things like processes with IT etc. **Sheryl Cox:** The essence of this project has really been to create in the administrative groups centers of excellence to reduce our duplication, to increase efficiency and productivity. As a sideline, they are doing an IT study as well. We are still sorting through some of their observations and recommendations.

**Question:** Last April, Huron made a presentation and they shared a draft of their report in which there are six specific recommendations. I am wondering if those six specific recommendations have been discarded. Are we acting on those six specific recommendations or their new recommendations? What happened to that original report?

**Answer:** I have seen the report. As with all consultants, they come in and give advice based on what they're able to see from their perspective, and then we take that information and try to make sense out of what's really happening in the organization and adjust accordingly. We are not looking at those six recommendations and said that needs to happen nor would we ever do that with an external consultant. They are not the one that have to live with the results. We will think about whether their recommendations make sense for us. If we made these changes in structure but didn't change how we do work processes, it won't work.

**Questions:** Without administrative person, nobody in that office to help students out and invite them in. Students may end up leaving the institution. We might lose a dove of staff once this is implemented. We are worried that very valuable staff members who will choose to leave us. That's horrible to the university. These are our friends, our family. I know that it is a business. But they are valued people. They just need a seat at the table. They've really had any opportunity for them to wrap their heads around this. We are concerned that they are not receiving the respect that they really do deserve.

**Answer:** Walter Zakahi: Students' connection with faculty are really the connections that make a difference in terms of keeping and connecting students to the campus. Staff's connection with students are not the most important thing they do and it is not the most important connection that students need to make on campus. There is some trade-off. But I don't see the evidence that students are going to depart the institution as a result of these kind of changes. I understand this kind of changes is very difficult. There are some changes the institution have to make. If we don't them, we are not going to change the direction of institution to support the work we need to do. We are building transition teams so that the colleges have inputs and can make a plan around how the nature of work is going to be moving forward and how the work is going to change. Those teams will include representation from staff. So, they have input on the nature of the work as it moves forward. June 14<sup>th</sup> is the beginning of this transition period. Nobody is going to lose their job as a direct result of this process.

**Question:** Have concerns on delayed orders and scholarly need. **Answer:** Hopefully some approval process will go away as we come into the next year. I hope to make it much more efficient by eliminating some layers. Go directly from your office or your chairs' office to business offices.



### **Motion to allow Tim Koeltzow talk on the senate floor**

Mat Tim (motion) Danielle Glassmeyer (2<sup>nd</sup>)

The motion carries unanimously.

**Tim Koeltzow :** Administrative assistants are student-centered front-facing person who solve students' crisis and anxiety in real time. Deeply skeptical that we serve our students the first priority. Deeply skeptical that a streamline will have the institution knowledge to be able to solve problems in real time.

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

1. Dean searches remain in progress. Progress has been a bit slower than anticipated.
2. The HLC visit appears to have gone well. Thanks for the team.

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

**Question** from Cecile Arquette: A question was raised on the "tradition" of inequity in course load. **Answer** from Provost Walter Zakahi: We can get a solution out of the process of incentive-based budgeting. The college has in essence control of its own money. Will work with the next dean to change this. We are not at a point right now because of the fiscal situation. Don't have an answer in the short term in terms of my ability to solve.

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

No report

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

Questions and comments from Danielle Glassmeyer, Kristi McQuade, Teresa Drake, Kyle Dzapo; Answers from President Standifird, Sheryl Cox

**Question:** A question was asked about the budget of salary initiative and when it will be honored. The letter was signed by the Provost Zakahi a few years ago.

**Answer:** As for the budget process now, we are doing our best to meet the expectations of the board. The salary initiative at this juncture is not a part of university budget. We have to look at this on faculty side as well as staff side. The whole higher education market has been reset to some extent. When we look at this again, we need to do another analysis as to where the inequities exist. Some that were there are still there. Maybe some new ones have emerged. Maybe some don't exist anymore. The salary initiative was not budgeted. The budget we inherited did not have those in there. We are finding a lot of messiness on that to be blunt that we're still trying to clean up. The budget and the numbers I have seen never accounted for that. As of right now, it was never there. We are still in the process of cleaning up and rebuilding.

**Question:** The 5<sup>th</sup> year of salary initiatives was a surprise. It is one of the most dumbfounding things I've ever heard in a university senate meeting. Many faculties were found to be underpaid by a large amount. It is an extremely significant problem. It should be a very high priority. There is also an interesting conversation following the NPR story that is talking about a surplus in two years.

**Answer:** Once we get the budget balanced. These are inequities we can tackle. You cannot do it under deficit.

## **IX. Adjournment**

The meeting adjourned at 5:11 PM.



Special Meeting  
2021-2022 Bradley University Senate  
Upon completion of the Eighth Regular Meeting  
of the 2020-2021 Bradley University Senate  
via  
Zoom

MINUTES



**MISSION:**

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

## **I. Call to Order**

The meeting started at 5:11 PM right after the 8<sup>th</sup> regular senate meeting of AY2020-2021.

## **II. Announcements**

0. The meeting is being recorded.

## **III. Election of 2021-2022 Bradley University Senate Executive Committee.**

Senate Elections Committee Chair Andy Kelley Presiding

### **Senate President:**

Mat Timm ( Motion: Tom Carty; 2<sup>nd</sup>: Danielle Glassmeyer)  
The motion carries unanimously.

### **Senate Vice President:**

Teresa Drake (Motion: Cecile Arquette; 2<sup>nd</sup>: Danielle Glassmeyer)  
The motion carries unanimously.

### **Senate Secretary**

Yufeng Lu (Motion: Mat Timm; 2<sup>nd</sup>: Danielle Glassmeyer)  
The motion carries unanimously.

### **Senate Executive Committee At-large members (2)**

Eden Blair (Motion: Bill Bailey; 2<sup>nd</sup>: Josh Lewer)  
The motions carry unanimously.

Travis Stern (Motion: Dan Matisa ; 2<sup>nd</sup>: Burl George)  
The motions carry unanimously.

## **IV. Election Results—Senate Election, April 2021**

### **Ombuds:**

Danielle Glassmeyer

### **Handbook Editor:**

Ethan Ham

### **(2<sup>nd</sup>) CLAS Representative to the University's Strategic Planning Committee:**

Naomi Stover

### **Faculty Grievance Committee:**

Alex Hertich

Carmen Keist

Iqbal Shareef (alternate, if one is required)

### **University Committee on Tenure, Promotion, and Dismissal:**

Jen Jost  
Lane Beckes  
Jim Courtad (by 1 vote for the final spot)

**Representative to the Contractual Arrangements Committee:**  
Elena Gabor

**Faculty Reps. on the Search Committee for a Vice-President of Diversity, Equity, & Inclusion:**  
Demetrice Worley  
Aurea Toxqui

**V. Parliamentarian** Mike McAsey

**VI. Adjournment**

The meeting adjourned at 5:17 PM.

Submitted by:  
Yufeng Lu, Secretary of the Senate

September 7, 2021

To: Mat Timm, Senate President

From: Curriculum and Regulations Committee

Subject: Consideration of 124 vs. 120 Semester Credit Hours

At its meeting this afternoon, the Curriculum and Regulations Committee passed a motion to amend the minimum number of semester hours to receive a baccalaureate degree requirement from 124 sch to 120 sch. We recommend the following to take effect Fall 2022.

**“A minimum of 120 semester hours is required for all baccalaureate degrees”**

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

April 9, 2021

To: Provost Walter Zakahi, Provost & Senior V.P. for Academic Affairs  
Dr. Ahmad Fakheri, Chair of the Curriculum and Regulations Committee  
From: Subcommittee on Regulations and Degree Requirements  
Subject: Consideration of 124 vs 120 semester credit hours.

Dear Provost Zakahi and Dr. Fakheri:

The Regulations and Degree Requirements Sub Committee (RDR) of the Curriculum and Regulations (C&R) standing committee has received a request to consider reducing the minimum number of semester credit hours (sch) required for baccalaureate degrees from 124 sch to 120 sch. Importantly, the policy under consideration only considers the floor that must be attained prior to awarding a baccalaureate degree. This policy does not impose restrictions on *individual* degree requirements (such as the Bradley Core curriculum, majors, or minors) which may require work beyond the minimum in order to satisfy a *specific* degree's requirement. It is understood the state of Illinois baccalaureate degree requires at least 120 semester credit hours or 180 quarter credit hours and at least 40 semester credit hours (60 quarter credit hours) in upper-division courses. After review, the RDR committee recommends, based on the information provided below, the University to consider adopting 120 credit hours as the minimum credit hour requirement for the baccalaureate degree.

Importantly, more detailed suggestions appear at the end of this document. Notably, the Athletics Department has expressed concerns regarding the impact this policy will have on student athletes. They have suggested the amendment to University policies/procedures would be impacted by the proposed 120 credit hour policy. Bradley's current 124 credit hour minimum has not prevented some Departments or Programs from requiring more hours and it is expected a move to a 120-hour policy would still allow Departments and/or Programs to continue to do so.

This memo will provide a brief overview of some of the more compelling arguments for and against moving from 124 sch to 120 sch. The recommendation presented above is based upon review of information gathered from internal and external sources both directly and indirectly. While the committee was diligent and methodical in the approach, it is worth recognizing that neither the information collected was complete nor the analysis perfect. However, the committee feels comfortable summarizing key findings here to forward to C&R for consideration.

There is strong prima facie narrative evidence to suggest the inquiry in reducing the minimum to 120 sch is warranted. Notably, it has been suggested the move from 120 sch to 124 sch was in response to a governmental mandate many decades ago to include one sch per annum for students to engage in physical education. However, when the requirement was lifted, the minimum requirement did not retreat and that Bradley (as well as many other institutions) retained the 124 sch floor. Accordingly, the primary justification of moving away from 120 sch to 124sch is no longer in existence. 2

Further, there are compelling arguments for moving towards 120 sch as opposed to retaining the 124 sch minimum. Student outcomes are perhaps the most persuasive in this regard and include enhancing the ability of a student towards their attaining a degree in four years, the ease of communicating full semester loads of 15 credit hours (which also tracks with 30/60/90 sophomore/junior/senior progression), and that 120 sch may be helpful in recruiting some prospective students. Indeed, external evidence provided by the Complete College America organization (<https://completecollege.org/wp-content/uploads/2017/11/Program-Requirements-A-National-Survey.pdf>) supports some of these assertions through their reporting of a survey of 300+ institutions across nearly 200 degree programs. While this report is now nearly a decade old, and its emphasis is on programs and not institutional requirements, it is believed the findings remain relevant and the positive implications for students endure. We encourage those reading this report to reference this source.

The committee's investigation of Bradley University *specific* degree requirements included reviewing the number of sch required for 154 identified specific majors and to project if they could be accomplished in 120 sch or less. Of these 154, eight programs did not have sufficient information to be included in further analysis, resulting in 146 major programs. Our findings indicate sch requirements vary significantly across the institution. The results of the analysis presented here utilized the 2019-202 Undergraduate catalog and was based upon the assumption students would appropriately, in instances where allowable, take and count courses to satisfy multiple requirements (i.e. double dipping). Additionally, the ability for programs to 'fit' within 120 sch may also depend on the students choosing to pursue a BA or BS degree. Multi-degree programs (e.g. 3/2 or 4/1) were excluded from this list. Unfortunately, because major and concentration requirements are not uniformly listed in the catalog across offerings, manual calculation was necessary to determine if programs could be completed in 120 sch. The committee thanks and is deeply indebted to Ms. Abby Schierer, Assistant Registrar, who deserves our gratitude for compiling this data in which the following information is culled.

Of the identified 146 programs, the highest threshold for potentially meeting all major and core curriculum requirements is 147 sch. Overall, our projections indicate 112 programs (76.7%) can be accomplished within 120 sch. Colleges may disproportionately impacted by any potential negative effects of implementing a 120 sch floor as the proportion of programs within a college projected to 'fit' inside 120 sch highly varies. All programs (100%) in the Foster College of Business and all but three programs (94.6%) of the College of Liberal Arts and Sciences are projected to be at or under the threshold. Of the College of Education and Health Sciences' programs, 76.5% are below 120 sch. While 71.4% of Slane College of Communications and Fine Arts' programs can be met with 120 sch or fewer, of those that don't (12 programs), the majority are met at 121 sch (7 of the 12 programs, or 58.3%) while the remaining programs (5) currently would need 124 sch or more. None (0%) of the profiled programs within the Caterpillar College of Engineering and Technology have degree requirements which can be accomplished in 120 sch or fewer.

The RDR committee also briefly reviewed requirements from 20 institutions (15 private, 5 public) which were either similar in direct competition, profile, or geographic region. Of these, the minimum comparable (one school is on the quarter system) sch requirements 3



were 120 and the maximum was 128. Of this sample, which is by no means representative, 65% set 120 sch as the floor and 20% set the floor at 128 sch. Additionally, the proportion of core requirements (i.e. general education requirements) to total minimum requirements ranged from a high of 46% to a low of 13.3%, with the average being 34.1%, representing either 41/120 sch or 42/124 sch.

In addition to consultation requested from C&R, the RDR committee had conversations with individuals from the Registrar's Office, Financial Assistance, Office of Enrollment Management, Office of Institutional Effectiveness, and the Council of Academic Deans who, in turn, requested input from departmental chairs. We thank each of these areas for their input and candor and would like to recognize each of these offices' willingness to both collaborate and coordinate. Below we attempt to paraphrase and highlight key points from the above but always encourage open dialogue with the subject matter experts for both clarity or change of opinion or circumstance.

Concerning HLC requirements, it has been communicated that Practice B.1.a indicates an expectation of a minimum of 120 sch and that any variation would need to be explained and/or justified. Accordingly, if such a requirement is changed it would need to be based on data and campus reflection. It is expected that this document would provide significant evidence toward such. Additionally, the Office of Financial Assistance does not foresee any negative impact from such a proposal but notes that any change would necessitate reporting to the Department of Education. The Office of Enrollment Management, while reticent to weigh in on academic matters, replied that moving to 120 sch as the floor would be a helpful tool in bringing Bradley in line with other schools that prospective students are also investigating. The assertion of being in line with competitors is consistent with the institution comparisons presented above.

From the opinions forwarded to the committee, there are a number of concerns emanating from the colleges and academic departments, most of which have been addressed briefly above. Foremost in the opinions from academic departments has been students' best interest in terms of financial implications, time to graduation, and preparation for both near and long-term future. Additional concern for students from underrepresented populations and/or differing social-economic status (SES) was raised numerous times and the potential disproportional effect such a policy would incur upon these audiences. Further, there is significant concern the potential in reduction of 4 sch would be 'targeted' at the 'expense' of either major requirements or the Bradley Core Curriculum. There is also strong concern from departments that such a change in policy would effectively compel departments to change curriculum to ensure major requirements would comfortably fit within the newly established floor.

Perhaps the strongest opinion offered was one presented to the athletics department compiled by individuals who are instrumental in assisting student-athletes in navigating their academic careers in meeting with success. Their opinion, presented to both the committee and the Athletic Director presents a number of arguments against such a proposal mostly due to the intricacies of legislation which mandates substantive progress towards degree requirements for student-athletes. From what we understand, the legislation requires all student-athletes degree requirements must be met within the minimum number of credit hours required to graduate in the student-athlete's degree program. Accordingly, a student-athlete's major selection can significantly reduce their minor options and elective courses disproportionately as compared to all students, in general. Further, moving to 120 sch may restrict the major programs that student-athletes are allowed to declare for both traditional and transfer student-athletes. Policies regarding transfer credit limit, Junior/Senior hour requirements, and Bradley Core Curriculum requirements (such as Writing Intensive and Experiential Learning)

also inhibit student-athletes' options if adopted and is recommended that each be reexamined. Lastly, with regard to student success, advising between department requirements and requirements to maintain NCAA eligibility needs better alignment and consistency. It was also noted that such a change in policy would be burdensome to both Athletics and Registrar's Office staff. Accordingly, because of the reasons above, it was recognized the proposal to transition to 120 sch requirement does not benefit the student-athlete population and that Athletics may oppose the proposal. While the arguments above provide an overview to the specific policy at hand, it is recognized that changing of such policy may have implications with other policies and procedures. Accordingly, the committee recommends remaining aware of the following prior to deciding in isolation. The committee considered it beyond the scope of their consultation, but is aware that consequences are likely. Suggestions for areas of future consideration include, but are not limited to:

- The current limits placed on transfer credits. Moving to 120 sch would effectively increase the proportional amount of transferrable (in) credit hours.
- Per the point above, transfer student's with Associate's Degrees would also be impacted, particularly with the number of Junior/Senior hours required.
- Moving to 120 sch would effectively increase the proportional number of Junior/Senior hours currently required relative to the total.
- Dual credit and accepted AP credit proportions would also be increased.
- The proportion of Bradley Core Curriculum would effectively be raised if adopting a 120 sch floor, potentially placing further pressure on some majors and minors in students effectively attempting to accomplish all requirements in 120 sch.
- Requirements for honors and other recognitions may be impacted and would likely need reevaluation.
- Many majors on campus would effectively find their requirements to be even further above the minimum required, perhaps highlighting a negative attribute unnecessarily. Remember, the potential change to 120 sch as a minimum requirement would not have a direct impact on these majors' requirements.
- Second major and minors would also be squeezed, relatively. This may turn students away from second majors to minors, and minors turning themselves away.
- Review of number of earned sch to be considered as sophomore/junior/senior status may wish to be reviewed.
- Financial implications for students and the institution should be balanced.
- Implications for underrepresented student populations may be disproportionate.

Respectfully Submitted: Matthew O'Brien (Chair), Robert Davison Aviles, Dean Campbell, Andy Kindler, Lucy Lu, Fred Tayyari, Kerry Walters

**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.

