APPROVED AND CORRECTED MINUTES

These minutes are disseminated to provide timely information to the Academic Senate. They have been approved by the body in question, and, therefore, they are the official minutes.

ACADEMIC SENATE MEETING
January 18, 2017


Absent: Robert Ackerman, Kurt Beron, Judd Bradbury, Gail Breen, Nadine Connell, Gregg Dieckmann, Lev Gelb, M. Ali Hooshyar, Syam Menon, Radha Mookerjee, Mohammad Saquib, Subbarayan Venkatesan, Jeremy Vickers,

Visitors: Andrew Blanchard, Cristen Casey, Paul Diehl, Naomi Emmet, Matthew Goeckner, Karen Huxtable, Serenity King, Abby Kratz, Michele Lockhart, Sarah Lozlowski, Tiffany Morris, Inga Musselman, Ben Porter, Akshitha Padigela, Clint Peinhardt, Bill Pervin, Nicole Picuero, Elizabeth Rugg, Ellen Safley, Marion Underwood

1. Call to Order

President Benson called the meeting to order at 1:01 PM.

The search is in the final stages for the position of Chief of Information Technology. There are currently two final candidates who will return later in January for a final interview. The search for the positions of Vice President of Communications, Provost, and Vice President for Research will begin soon. President Benson will assemble a committee to draft a strategic plan for the university. He must complete the plan within one year of taking office.

The Legislative session has begun, and the university is following it closely. Senior administration has planned to visit Austin to argue on behalf of the university.

President Benson opened the floor to questions.

Speaker Redman requested that any new appointees meet with members of the Academic Council at their leisure.

2. Approval of the Agenda
Richard Scotch moved to place a discussion on Sponsored Project Compensation Confirmation, and a discussion on the International Insurance Fee for Students on the agenda immediately after the Speaker’s Report and to accept the amended agenda. David Cordell seconded the motion. The motion carried.

3. Approval of the November 18, 2016, Minutes
David Cordell move to correct the new name of the Department of Electrical Engineering in the November 18, 2016 minutes from “Electrical Engineering and Computer Science” to “Electrical and Computer Engineering” and to approve the amended minutes. Bill Heffley seconded. The motion carried.

4. Speaker’s Report – Tim Redman
1. Two members of the senate have resigned due to schedule conflicts. The next two people from the voting list according to the election criteria will be notified.
2. All items other items are on the agenda.

5. Sponsored Project Compensation Confirmation – Joe Izen and Matthew Goeckner
Dr. Izen pointed out the Academic Senate that in recent years the faculty have been required to do more and more paperwork via electronic means. Matthew Goeckner presented the findings of Cornell University on so-called ‘shadow work’ i.e. the extra work that faculty is required to do that is not related to their research. Based on that discussion, Joe Izen requested the Academic Senate to formulate a plan of action of how our university could decrease shadow work.

The School of Natural Science and Mathematics (NSM) is striving to improve their school by reviewing general operations and discovering ways to improve them. Dr. Goeckner presented Cornell University’s 2016 report, including recommendations that university addressed. They found that the paperwork was getting in the way of the faculty’s research and teaching efforts. Paperwork was being assigned to faculty instead of trained staff. Cornell’s report found that overzealous risk management seemed to be the root cause. Cornell endeavored to reduce paperwork to a level at which paperwork requirements were met but not substantially exceeded. The report claimed to have saved $42 million by reducing shadow work. Dr. Goeckner turned the floor over to Dr. Izen.

In the past the faculty brought to attention the concerns regarding HR time reporting and OneCard reconciliations. From those discussion an ad hoc committee has been created to address those concerns. The week of January 9, 2017, the Principle Investigators (PI) received forms from the Office of Sponsored Projects regarding certifying the effort of specific employees. In order for one to certify the material one proceed through 15+ mouse clicks. The information necessary to complete the task was not included in the initial email, which required the PI to do an extensive search to find the necessary information merely to identify the pertinent project. The information they were certifying was the same information that they approved each month in the cost center reconciliations. It was Dr. Izen’s opinion that this was double work, and alerted Speaker Redman to the concern. Since then Dr. Izen has spoken with Rafael Martin, acting Vice President of Research, and are working to rectify the situation.

Dr. Izen described shadow Work as a hydra. As the university fixes one concern two more rise up to take its place. Currently, there is not a procedure that Administration employs to check with users of a proposed form concerning what potential effects will be downstream. Not all of the different
administrative units have an in-house expert on how these pages are constructed, and how they can be best utilized. Therefore the development of those pages is handed to the Information Technology department. It was Dr. Izen's opinion that the Information Department may not be as familiar with how best to have a customer interface. Dr. Izen recommended the creation of a procedure to address the concerns. See Appendix A for his supplemental documents. Dr. Izen recommended the creation of an ombuds-person who could address the complaints and concerns from staff and faculty, and ensure that there is appropriate follow-up. Submissions could be anonymous. Dr. Izen's second recommendation was a survey of all duties that PIs must perform that are not associated directly with their research or teaching duties. He further recommended the development of a button similar to the NTR button that would allow PIs to go directly to the necessary page without excessive numbers of clicks and time commitments.

After lengthy discussion, Joe Izen moved to refer the PI concerns on Sponsored Project Compensation to the Advisory Committee on Research, and to refer the shadow work issue to the Academic Council for further discussion. Murray Leaf seconded. 19 yay and 2 nay. The motion carried.

6. Presentation by the Task Force on Teaching Implications of Increased Enrollment – Paul Diehl

Dr. Diehl presented the final report from the task force. Two additional questions arose from the initial distribution of the report. The questions pertain to the first principle:

The diversity of schools, programs, and associated instructional responsibilities – and differential impact of increased enrollment -- means that "one size doesn't fit all," and instructional responses to increased enrollment will need to be multifaceted and vary across multiple levels (campus, school, program, course).

Since the initial report Dr. Diehl has been in contact with questions such as, "What is the ideal size for a graduate program?" The answer was that one does not know because there is so much variation program to program, and school to school. The report lists recommendations to the administration and schools on how to proceed. Speaker Redman suggested that final plans should also be referred to the Academic Senate as well as Provost.

7. UT Dallas's SACSCOC Reaffirmation Project – Serenity King

In the past few months the graduate dean and Ms. King's office have received a high number of requests for policy exceptions that have caused accreditation issues in the past. Those request have been denied. This has upset many faculty members. The comments from faculty members are not being dismissed. The institution must be cognizant of the potential of allowing the SACSCOC liaison to have too much influence on the university's activities. We do not want the accrediting agency dictating what the university is doing on a day to day basis. This is why there is a faculty reaffirmation committee, and why the Academic Senate is involved. This allows for checks and balances to be in place. Specifically, request that are being denied are being denied because we are simply enforcing our own policies that the university developed. That is, all that SACS is making the university do is to follow our own policies. If there is an issue with the policy, there are governance systems in place to amend those policies. Ms. King's office and the graduate dean will continue to deny requests to place an undergraduate student in a graduate level courses when the proper mechanism is not followed.

Ms. King presented a list of items related to the Reaffirmation update. In December the annual meeting of SACSCOC was held. Some large and well known institutions were publicly sanctioned by
SACSCOC. One of the institutions put on probation was UT Rio Grande Valley. This was due to complications from their merger of two institutions. Ms. King reminded the Academic Senate that any violation of the SACSCOC substantive change policy is an automatic public sanction. That is what has happened to UT RGV. Ms. King will be distributing to the dean an update to make sure that all are cognizant of the substantive change policy. The university does not want to be in violation of the policy.

Ms. King advised the Academic Senate that the compliance report is due in September 2017. Ms. King noted that, in spite of the negative aspects of going through the reaffirmation process, she is reminded of all the very positive things that go on at this university, and how well the university is doing. It has everything to do with the commitment to research, to students, and to the quality of the university.

Murray Leaf requested that a list be compiled of the problems that Graduate Dean Marion Underwood has had with requests for exceptions, as well as suggestions on what changes should be made to policies to alleviate the refusals. Serenity King responded that Dean Blanchard, and Dean Underwood report annually to CEP, and then CEP reviews the policies themselves.

8. Texas Council of Faculty Senates and UT System Faculty Advisory Council Reports- Murray Leaf & David Cordell
Murray Leaf noted there was nothing to report from TXCFS, or FAC. The next FAC meeting will be January 19-20, 2017. A full report will be available at the next Academic Senate meeting.

David Cordell presented a report from the FAC Executive Committee meeting in December. Chancellor McRaven attended the meeting along with Deputy Chancellor David Daniel, and Executive Vice Chancellors Steve Leslie and Raymond Greenberg. Visits to various campuses to discuss Dual Credit are taking place across the state. Among the findings so far is that that 21% of courses taken for dual credit are linked to English composition.

Ms. Padigela noted that the Student Government elections are March 22-24, 2017. Another item of note was the development of a digital four-year plan for students. The demand for classes is much greater than the actual number of classes that are offered. This would allow students to plan out their future by using the digital four-year plan that they can update each semester. This would also allow the registrar’s office to determine what courses are in high demand. Many times the students must take a class at an odd time because it is either take the class, or not graduate for another semester. Another development is Therapist Assisted Online Counseling (ThAO), an online platform to meet the increasing demand for student therapy. This has been used by many different and diverse universities. This would offer a better avenue than waiting six months for a face to face session.

10. CEP Proposals- Clint Peinhardt
A. New Degree: MA in Art History
Clint Peinhardt moved on the behalf of CEP to approve the new degree MS in Art History The motion carried.

B. New Degree: BS in Human Resources Management
The degree is based on the existing concentration in Human Resources Management. The school will be phasing out the concentration once the degree has been adopted. All of the courses are already in place except for one. Clint Peinhardt moved on the behalf of CEP to approve new degree BS in Human Resources Management. The motion carried.

C. Revision to UTDPP 1052-
The policy was updated from, “...not less than three voting members of the General Faculty, from the graduate degree program...” to “...at least two voting members of the General Faculty, from the graduate degree program...”. When a project requires the inclusion of a non-graduate degree program member this change would allow additional members. The chair of the committee must be from the graduate program.

The policy and the graduate catalog were updated from

...A student must be registered for at least three semester credit hours of graduate course work during the semester in which any major degree examination, such as the Qualifying Examination, Final Written Examination, or Final Oral Examination, is taken, or during the semester in which the proposal is submitted for approval...

to

...A student must be registered for at least three semester credit hours of graduate course work during the semester in which any major degree examination, such as the Qualifying Examination, or comprehensive exam, is taken, or during the semester in which the proposal is submitted for approval ...

The language conflicted between Section 7.1 and Section 7.3. The revisions removed the conflicts. These changes allowed for policy to align with current procedures. Clint Peinhardt made a motion on the behalf of CEP to approve revisions to UTDPP1052. The motion carried.

D. Requiring change of Majors Approval Spaces
Some schools within UT Dallas are beginning to manage their enrollment. For example, one school reviews the students who apply for entry into the major, and therefore selective in the number of students who are in each program. Currently a student could be enrolled as a major in X, but find that they cannot do the work in the major X, and wish to transfer over crowded program Y. There is no way that program Y can prevent the influx of transfers because the student is already admitted to the university. Currently program Y has no say in accepting these students. The revision to the undergraduate catalog would allow the schools of Arts Technology and Emerging Communication, Jonsson School of Engineering and Computer Science, and the Jindal School of Management to require approval of the Associate Dean of undergraduate education from their school in order for a student to transfer into their respective majors.

_Students who wish to change majors into the schools of Arts, Technology, and Emerging Communication, Erik Jonsson School of Engineering and Computer Science or Naveen Jindal School of Management must have approval of the Associate Dean of Undergraduate Education from the school of the intended major._

E. Discussion: CEP Bylaws
Murray Leaf moved that the Academic Senate recognize the Committee on Educational Policies bylaws with no objections. Richard Scotch seconded. The motion carried.

11. Discussion: International Insurance Fee for Students – Tim Redman
The documents will be distributed to Academic Council members for discussion.

12. **School By Laws for Interdisciplinary Studies – Dr. Redman**
   William Heffey moved to approve the School of Interdisciplinary Studies school bylaws. Murray Leaf seconded. The motion carried.

13. **FY 16 Annual Committee Reports- David Cordell**
    David Cordell moved to approve the submitted committee reports. Jennifer Holmes seconded. The motion carried.

14. **Replacement Committee Appointment – Tim Redman**
    Dorothea Honhon was recommended to replace Elena Katok as a member of the Faculty Mentoring Committee. William Heffey moved to approve the appointment recommendations. Nadine Connell seconded. The motion carried.

15. **Revisions to UTDP1099 & UTDP1003 – Ellen Safely**
    Ellen Safely requested that a library representative be added as an ex officio member to both the Information Security Advisory Committee and the Information Technology Planning and Policy Committee in light of the amount of information the library works with on a day-to-day basis. A further amendment was made so that the faculty representatives should be drawn from the general faculty, and not be limited to tenure track. Richard Scotch moved to approve the revision to UTDP1099 and UTDP1003. Jennifer Holmes seconded. The motion carried.

16. **Discussion: Smoking Policy - Tim Redman**
    A question was raised on how the smoking ban would affect international enrollment. The response was that it would make their lives harder, but they should not put smoking above their education. Help is being offered for smokers, and ‘vape’ users across the campus. UT Southwestern and MD Anderson have offered their expertise to the university. Dr. Jamison will be the contact for the university policy.

    R. Chandrasekaran requested that the policy be highly stressed in the new student orientations. Nadine Connell asked for clarification on what a faculty member should do when they see a student smoking, and won’t stop. The police have cards that can be distributed as a reminder with information where to get help. After the ban is in place, tickets could be issued.

17. **Adjournment**

    There being no further business, Richard Benson adjourned the meeting at 2:28 PM.

    ![Signature]

    Tim Redman
    Speaker of the Faculty

    DATE: 17, V, 15
Shadow Work at UT Dallas

A Proposal to Reduce e-Form Shadow Work

Joseph M. Izen

Past Senate Actions on Shadow Work

- HR Time Reporting
  - Time and Absence
  - Time and Absence Entry and Reporting
  - Time Sheet
  - HR Time to Report: MTR
  - Payroll Time Sheet
  - Absence Request Process
  - Approval of Submitted Timeheets
  - UTDS Timelines: View & Approve
  - Manager Process

- OneCard Reconciliation

The Trigger for this Discussion

[Image of a form or document with various sections and fields, possibly related to HR or Time Reporting.]

[Image of another form or document with text and possibly data, likely related to OneCard Reconciliation.]
Project Number Fail 1

Project Number Fail 2

Project Number Fail 3

So let's do it by UTD-ID
Shadow work is like the Hydra

Fighting each head piecemeal is futile
A body blow is needed to kill the beast.

Motion offered for consideration by Senate:

- The Senate recognizes that the transition from paper-based to electronic (e-)records and procedures has been a monumental undertaking for administrative support staff that is still ongoing. The e-transition presents opportunities and risks to the University’s mission. During the past year, Senate has focused attention on particular e-procedures where faculty reported that e-procedures that were cumbersome and that resulted in a shift of administrative responsibilities from staff to faculty. Substantial faculty effort was being diverted from research and teaching.

- Ad hoc committees of Senate are now working cooperatively and effectively with administrative and departmental staff to address e-procedure issues raised in Senate, but new burdens continue to arise. It is appropriate to move from an ad hoc Senate response to a statement of principles for e-procedures, and a formal mechanism for implementing the lessons and best practices formulated by our Senate’s ad hoc committees and by faculty at other universities.

Preamble
Statement of Principles

- It is the responsibility of UT Dallas faculty to execute the research and teaching mission of the University that is the University's deliverable to the people of Texas and to our country. The performance of every other UT Dallas employee, without exception, must ultimately be judged by whether they enable or hinder the performance of the fundamental University mission. [1]

  "Faculty should do its work and the accountants should do theirs. When the faculty start doing accounting and the accountants start doing research, UTD is in trouble."  
  - Tim Redman

- Faculty time is a finite resource that should not be squandered on unnecessary, redundant, or cumbersome e-procedures. Special attention should be given to e-procedures carried out by Department Heads and Principal Investigators who have special time commitments in service of the University's mission.

- Staff in departments work directly with faculty to support the research and teaching missions of the University, so their time is also precious. Well-designed university-wide e-procedures obviate the need of departmental staff support the faculty so departmental staff can do their own jobs. Well-designed university-wide e-procedures for the decentralized staff in departments can realize special savings for the University as departmental staff work tends to scale with the number of employees and students in their department.


Procedures implementing the Statement of Principles.

- A university-wide administration ombuds mechanism shall be created and publicized. The ombuds is to receive and to act on suggestions and complaints regarding administrative and electronic procedures from members of the university community, including but not limited to faculty, department heads, departmental staff, and administrative staff.

Procedures implementing the Statement of Principles.

- The Senate Advisory Committee on Research shall conduct a full review of administrative burdens placed on principle investigators. The committee is to make recommendations to the administration and to the Senate if the committee discovers unnecessary or redundant reporting requirements or overaggressive risk management. It shall report instances of poorly designed e-reporting forms to the University Information Resources Planning and Policy Committee.

- The University Information Resources Planning and Policy Committee (UIRPPC) is responsible for managing the review of e-forms. The committee chair shall be the contact point for the administrative office that is creating or revising an e-form, for the administrative ombuds, and for faculty and staff who opt to take a concern directly to the committee. When a review is initiated, the UIRPPC shall appoint an ad hoc committee of stakeholders including intended users of the e-form to advise the e-form creators. The ad hoc e-form committee will beta-test the e-form, and a consensus shall be required to take an e-form "live".
Procedures implementing the Statement of Principles.

- A linking notification mechanism shall be created for use by UTD administrative offices so that when notice of a required periodic electronic report/confirmation/reconciliation/certification is emailed to faculty and staff, a direct link to the pertinent e-form will be provided. The e-form shall be prepopulated with all information known by the requesting office, e.g. campus, year, cost center, reporting period, employee to be verified, cost center, utd-id, P.O. number... The faculty and staff should not be required to authenticate more than once to reach and complete the e-form, nor shall s/he have to reauthenticate to complete additional forms of a similar type.