August 8, 2016

TO: Academic Senate Members

FROM: Office of Academic Governance
Chris McGowan, Academic Governance Secretary

RE: Academic Senate Meeting

The Academic Senate will meet on **Wednesday, August 17, 2016 at 2:30 p.m. in the TI Auditorium, ECS South 2.102.**

Please bring the agenda packet with you to this meeting. If you cannot attend, please notify me at x4791.

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**2016-2017 ACADEMIC SENATE**

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*Speaker
**Secretary
*** Vice-Speaker

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AN EQUAL OPPORTUNITY/AFFIRMATIVE ACTION UNIVERSITY
AGENDA
ACADEMIC SENATE MEETING
August 17, 2016

1. CALL TO ORDER, ANNOUNCEMENTS & QUESTIONS  Dr. Benson
2. APPROVAL OF THE AGENDA  Dr. Redman
3. APPROVAL OF MINUTES  Dr. Redman
   May 18, 2016 Meeting
4. SPEAKER’S REPORT  Dr. Redman
5. Presentation on the Fall 2015 SACSCOC Report  Serenity King
6. SACSCOC Reaffirmation Updates  Serenity King
7. TXCFS/ FAC Report  Dr. Leaf
8. Student Government Report  Akshitha Padigela
9. CEP Recommendations  Dr. Peinhardt
   A. Amendments to UTDPP1075- University Policies related to Graduate Student Teaching Assistants, Research Assistants, and Graduate Assistants
   B. JSOM New degree: MS in Financial Engineering and Risk Management
   C. JSOM Degree Name Change: MS in Healthcare Management to MS in Healthcare Leadership and Management
   D. Graduate Supplemental Course - MAS 6102
   E. Syllabi Language for Concealed Handgun Policy
10. Discussion: One Card System Concerns  Debbie Reynolds
11. Committee on Committees Appointment Recommendations  Dr. Redman
12. Approval of the April 2016 Caucus Minutes  Dr. Redman
13. Discussion: Campus Carry  Dr. Redman
14. Resolution on Salary Compression and Inversion  Dr. Scotch
15. Discussion: Parking Sticker Policy  Dr. Redman
16. ADJOURNMENT  Dr. Benson
Item 3:
Previous Meeting Minutes
UNAPPROVED AND UNCORRECTED MINUTES

These minutes are disseminated to provide timely information to the Academic Senate. They have not been approved by the body in question, and, therefore, they are not the official minutes.

ACADEMIC SENATE MEETING
May 18, 2016


Absent: Robert Ackerman, Naofal Al-Dhair, John Burr, Patrick Brandt, Gail Breen, Mieczyslaw Dabkowski, Vladimir Dragovic, Monica Evans, Bernard Ganglmair, Lev Gelb, Jennifer Holmes, Dorthee Honhon, Mustapha Ishak-Boushaki, Syam Menon, BPS Murthi, Ramachandran Natarajan, Viswanath Ramakrishna, Michael Rebello, Sabrina Starnaman, Murat Torlak, Alejandro Zentner


1. Call to Order, Announcements and Questions
Interim President Wildenthal called the meeting to order at 2:00 PM. The weather was good for the Spring Graduation ceremonies, which occurred without any serious problems. The university made a great effort to acquire a new faculty member under the Governor’s grant; however, after weeks of deliberation the individual declined the university’s office. All of the proposed university building projects were approved by the Regents without discussion. He opened the floor to questions. There were none.

2. Approval of the Agenda
Matt Brown moved to add an update to the Title IX 3+3+2 Committee by Marion Underwood during the discussion on the Title IX addition to the syllabus template, and approve the amended agenda. Greg Dess seconded. The motion carried.

3. Approval of the April 20, 2016 Minutes
Betsy Schlobohm moved to approve the amended minutes. Richard Scotch seconded. The motion carried.

4. Speaker’s Report – Tim Redman
1. All items are on the agenda.
5. UT Dallas’s SACSCOC Reaffirmation Project – Serenity King And Jessica Murphy
Serenity King had nothing to add other than what was already on the agenda.

6. FAC Report- Murray Leaf
At the recent Faculty Advisory Council meeting the main theme was the importance the Chancellor placed on Academic Governance. This was affirmed by the Chancellor himself at the meeting. The discussion showed that the all members of the FAC did not realize how firm Regents Rules themselves were in supporting shared governance. This was reaffirmed at the meeting. The Chancellor has set the FAC a task of drafting for him a white paper on shared governance, faculty recommendations, and giving him one or two main items to talk to about with each president on each campus. The full white paper was not agreed to by FAC in meeting, as they did not have the time, but there was an executive summary that was well done. The main problem as it evolved in the discussion was that although Regents Rules are fairly clear on both traditional areas of responsibility of faculty in policy and execution. The campuses’ administrations do not execute, and do not conform to the Regents Rules, which means also means with tradition. The FAC has done a very brief survey of the Faculty leadership on all the campuses. Of the fourteen campuses in the UT System, six said their shared governance arrangements were unsatisfactory, four said moderately unsatisfactory, and four said they were all right. The Chancellor was surprised by this as were other people. The Chancellor takes this as a problem, instead of Faculty whining. The FAC will wait and see what will happen. A serious underlying problem is that the leadership of the FAC is not clear on the advice they should be giving. The medical campuses continue to be a problem. The Chancellor went to MD Anderson, which has terribly relations between its faculty and administration, and talked very firmly with the administration to set up a “shared governance committee.” That is a committee consisting of mostly administrators, and few members of shared governance. This committee outranks the Academic Senate. The many members of the FAC who were writing the white paper wanted to make that a blanket recommendation for everyone. This would be a twenty year step back for our university, and would be a disaster. The problem was to explain what pluralism, and division of labor are. This was done and now is stated clearly. In general it is Dr. Leaf’s opinion that the consensus was good but the Chancellor still does not have a firm grip on the difference between academic rank, and military rank, as well as academic organization and how they do things in institutions of higher education.

The only other major thing that happened was the new appointment of Judge Ernest Aliseda. The FAC met with him, and he is very serious about repairing the reputation to the University System. One of his questions to the FAC was “How do you know if you are doing a good job in governance and administration?” He did not understand a problem with the four-year graduation rate as a measure of that. This caused a fairly lively discussion. One cannot simply measure that with that one metric. The fact that it is used nationally does not argue for it. He will be the chair of the Academic Affairs committee. This is the committee the FAC now has two members sitting with privileges of the floor. When they are discussing matters relevant to the faculty’s futures, and they go off on an odd tangent that is not based on academic ways of doing things, the FAC will have a representative who can say that it isn’t relevant, rather than waiting until a policy is formulated. He then turned the floor over to David Cordell.

Dr. Cordell noted that the dual credit policy is moving forward and a study will be done beyond our campus during the fall of 2016. The rational for the study is that there are students getting credit for work in high school by an instructor who does not know the subject. There is a major concern about the quality, and that students in ninth grade are able to get this credit.
7. **Student Government Report – Rajadhar Reddy**
   Student Government will not be holding regular meetings during the summer, but will return to normal starting in August. In the meantime they will be working on their Green Incentive. The deadline for suggestions ends in June, and they hope to be implementing the chosen suggestion by August. The Comet Creed is being installed across campus.

8. **CEP Proposals- Clint Peinhardt**

   The Committee representative presented the following Committee report.

   Clint Peinhardt made a motion on the behalf of CEP to approve the questions. The motion carried.

   A. **Addition to Syllabus Template on Title IX**
      An addition to the syllabi template explaining Title IX was requested by Student Government. CEP reviewed the suggestions and produced a first cut of the addition that met Student Government’s request. The language will again be reviewed in fall 2016, but CEP was satisfied with the wording for the moment. He turned the floor over to Marion Underwood to discuss the 3+3+2 Committee on Title IX.

      The Title IX Committee worked on the syllabus wording that CEP had approved. The committee is continuing its work because there are some big issues that need to be addressed to improve confidence in Title IX implementation at our university. The committee requested more clarity in how reports for requests for confidentiality are handled. It is their hope that reports may be submitted to the Title IX Coordinator, James Dockery, or the Deputy Coordinator. All of the policies about Title IX stipulate that reports be directed to either director or the deputy director. The Committee would like that process to be clearer in all documents. The Committee would like to explore the possibility of a web portal to be created for reports by non-responsible for reporting employees. Baylor has a similar web portal and it could be helpful on our campus.

      The committee would like to work toward a more collaborative and constructive tone to help faculty and students view the Title IX office as a resource as under the umbrella of confidentiality, and as an advocate for the protection of students in the community. To help make that happen the committee recommended that a couple of faculty members be added to the Title IX Advisory committee. They also have recommendations for training.

      Unrelated to the committee, there is a campus climate survey is being conducted by a faculty member in criminology the results of that survey would be very useful in guiding the committee in its work. They have scheduled five meetings for over the summer months, and would like to make another report to the senate in the fall after they have more of the survey results.

      Before the 3+3+2 committee initially met, Dean Underwood submitted to James Dockery in the Title IX Office a series of general questions. Examples of those questions were the following:
      - How many reports had been made?
      - How many of those reports have been investigated?
• How many of those submitted confidentially were protected?

After several exchanges back and forth answers to those questions were provided, and she was able to share that information with that committee, which was very helpful. Following their meetings, the Committee had some follow up questions on more specifics. On April 28, 2016, those questions were emailed to James Dockery in the Title IX Office, with the request that a response be sent back to her by May 14, 2016 so that she could share them with the Committee before they met on May 23, 2016. Dr. Fair did ask to meet with Dean Underwood to talk about difference between the two sets of questions. She forwarded the email that has the two sets. The second set was generated by the Committee and was more tailored. She noted that she was hopeful to get that information as it would be very helpful to the Committee, and in keeping with their goal of increasing transparency. At the time of the Senate meeting, no response had been returned from his office.

Dean George Fair, who serves as Vice President of Diversity and Community Engagement, responded to Dean Underwood. Mr. Dockery reports to Dean Fair and in that capacity Mr. Dockery brought the questions to Dean Fair for discussion. Dean Fair explained that given the confidentiality that Title IX entails, they agreed to give a confidential report to the President only at the end of the fiscal year. Some of the questions asked by the Committee, according to Dean Fair, infringe on confidentially on some of the sensitive material as far as Title IX is concerned. His office is currently working on the responses but the responses may not be as full as the Committee would prefer. This is to maintain confidentiality of the respondents, and the process of Title IX. The questions that were sent asked questions that had to do with confidentiality. He felt that some questions would require confidential information and needed to be properly formulated.

Speaker Redman asked if the responses they are formulating are going to differentiate between those they can answer fully, and those that they are not sure about. Dean Fair responded with an example of one submitted question, “How will decisions be made?” The response will be made by looking at the policy, by looking at several of the letters put out by the Department of Education, and the professional judgment of the two administrators who have numerous years of experience in this field. It would be hard to respond as to how decisions are made in the brief response made by the Committee.

Speaker Redman reminded Dean Fair that he is on the Title IX advisory Committee appointed by Mr. Dockery, and the ad hoc Senate Committee’s goal is transparency. Dean Fair noted that “transparency” could be defined in many ways. Title IX must protect an area that not only cares for students but also faculty and staff. Transparency in a good goal but the integrity of the process must be maintained. The confidential report at the end of the fiscal year will go to the president, and the president only.

Dean Underwood responded that she felt the information the Committee requested did not require confidentiality. The questions simply ask for more detailed information about where reports have been coming from i.e. victims themselves or, other offices. How are the reports dispensed with? There are not any questions that require confidential information to be disclosed. Dean Underwood noted that this was the first time she had heard a response
ACADEMIC SENATE MEETING

ITEM #3

despite no response for several weeks. The questions were for procedure instead of specific cases. Dean Fair disagreed.

It was Dean Fair’s opinion that when one looks at the detailed answers that must be provided, some of them do have some impact on the confidentiality of the respondents. The other issue is that how decisions are made is based on the professional judgment of the two people we have who are experienced in Title IX determination. It is hard to express that in a brief answer, which is what the Committee requested. The issue is very complex, and cannot be answered briefly.

R. Chandrasekaran asked if it was possible to describe the procedures without there being backlash on Title IX. In many cases an individual may decide not to say anything because if something is said, it may trigger an undesirable mandatory reporting situation. Is that the case here? Dean Fair asked Mr. Dockery to respond to R. Chandrasekaran’s question.

Mr. Dockery noted he would gladly meet with the Committee at any time to answer any of their questions. This would allow him to have a dialog with the Committee as opposed to interrogatory type questions. To Dean Fair’s point, as the Title IX office goes through the deliberative process it is much more complex to talk about the procedure, because the procedures themselves are clearly outlined in the policy. The questions actually get into the precise kind of deliberative process that one goes through in terms of making a decision as to whether something is determined to be a violation of policy, or not a violation of policy. Sometimes as you answer those complex questions on a very narrow scale it may lead one towards knowing who the claimant/respondent might be. That is one of their concerns. Mr. Dockery noted that in regards to transparency, their website has many guides, FAQ’s, and other resources that they share with anyone who requests them.

A Senate member raised the comment that the decisions made by the Title IX office are making will be making the university under legal scrutiny. This has happened all across the United States. Mr. Dockery agreed with this statement. He noted they understood their point to confidentiality; however to the point of the Committee on transparency, to make the comment that ‘we are relying on the professional discretion of two individuals’ to them it sounds like an invitation to a lawsuit. This is all the more reason why the university body would want more understanding of the process.

Mr. Dockery noted he had no problem talking about specifics and having a discussion with regarding to the specific process, but one must take a look at all those various universities, especially Baylor. They did not have a process. The part of the issue is that most universities do not have a process in place, or if they had a process it was so incredibly flawed that they never followed the process. UT System decided that all the system schools, including the health care campuses, would be subject to one policy across the whole system. Each university’s Title IX coordinators follow effectively the same process and policy. At Baylor, Montana, Yale, Dartmouth, and all 160 plus universities that have been investigated recently by the Department of Justice, the university did not have a Title IX Coordinator. Further, those universities did not have personnel with the skill and expertise that our university now has. Speaker Redman reminded Mr. Dockery to keep his focus on the University of Texas at Dallas, not other universities.
Ravi Prakash noted that no one seemed to argue with Mr. Dockery over the necessity of the policy, simply the way in which it is being implemented on our campus. The faculty is extremely concerned due its considerable implications for our university. When the information on the implementation of the policy stops at ‘we are relying on the professional discretion of two individuals’ it was Dr. Prakash’s opinion that is not an adequate and transparent implementation of the policy. There is no question on the ability of those individuals, but for the sake of the university, and confidence in the implementation of the policy, there needs to some degree of measure of how this will be done in contrast to someone’s ‘gut feeling’ on who is responsible, and who is not. The Committee is not asking for information on what happened in a particular case. It simply wants to know the criteria that will be used to determine whether to move forward with an issue or to dismiss it completely.

Matt Brown voiced his puzzlement by the reference to confidentiality considerations and unwillingness to respond to these questions. He is aware there are some statistical questions that would indicate the number of reports is very low, that some of the questions could get into the confidentiality issues. There are questions about process. How could these questions be a confidentiality issue, unless the process is “we know it when we see it”? If that is the case, one must know all the details of the case to know how the situation must proceed. It is Dr. Brown’s understanding that that would mean that there was not a process. He is aware there may be borderline judgment calls made in any process, but admitting that fact would be part of answering the question. It is not Dr. Brown’s belief that confidentiality issues are relevant to those questions.

Another senate member remarked that they were also concerned about the points that were raised by Dr. Brown. There is a lack of communication of applicable statistical data in any context. Further, it causes concern when one looks at some of the questions and the unwillingness to answer any of the questions because of curious claims of confidentiality. This concern includes the plans for training in the upcoming fiscal year. It gives an impression of a lack of good faith.

Mr. Dockery countered that it was not a lack of good faith. Per Dean Fair, his department is working on pulling all the questions and answers together. It was Mr. Dockery’s interpretation that the office will answer every answer that they can. Dean Fair followed with clarification that his office could not have the answers by May 14, 2016 but would have them by the May 23, 2016 meeting of the Committee.

Murray Leaf commented that if it was necessary to answer in a longer form, which is not brief, do so. The point of the questions is to get the necessary information regardless of the length of the response.

Kurt Beron raised a question on the syllabus template statement brought to the senate by CEP. He needed clarification on the line “...be aware that faculty members and teaching/research assistants are required by UT Dallas policy to report information about sexual misconduct and may identify the student to the UT Dallas Title IX Coordinator.” We was curious if the word “may” would be the appropriate word, instead of “must” on the Title IX page. Mr. Dockery swiftly noted, that was “must”. Vice Speaker Leaf noted that was language that faculty used should they choose to include it in their syllabus, as opposed to requiring it on all syllabi. It was Vice-Speaker Leaf’s opinion that it should not be required. The “may” vs. “must” was
discussed by the Committee, and the Senate-approved policy specified the word “may”. In contrast, the website, says “must”. That is one of the points of contention. The statement was worded in this way to leave it to the faculty member to make their own decision on whose advice/ruling they chose to follow. Mr. Dockery noted he would be reviewing the policy Vice Speaker Leaf cited.

Chair of the Committee on Educational Policy, Clint Peinhardt reiterated that the language would join the other sections on the syllabus template that is on the Provost’s website, which CEP brought to the senate for approval to post on the website. Each section are includes links that will take a student onto the specific policies on the website. The section was written in a brief manner in the hopes that it would encourage students to read it, and the Committee did work with Tim Shaw, the university attorney, on the wording. The feedback the Committee has received was that it was best for the statement to focus on the context of the relationship that the syllabus represents, which is the teacher/student relationship.

Clint Peinhardt made a motion on the behalf of CEP to approve:

“Syllabus Template Language for Sharing Confidential Information

Students considering sharing personal information in email, in person, or within assignments or exams should be aware that faculty members and teaching/research assistants are required by UT Dallas policy to report information about sexual misconduct and may identify the student to the UT Dallas Title IX Coordinator. Students who wish to have confidential discussions of incidents related to sexual harassment or sexual misconduct should contact the Student Counseling Center (972.883.2527 or after hours 972-UTD-TALK or 972.883.8255), the Women’s Center (972.883.8255), a health care provider in the Student Health Center (972.883.2747), the clergy person of their choice, or an off-campus resource (i.e. rape crisis center, doctor, psychologist). Students who are sexually assaulted, harassed, or victims of sexual misconduct, domestic violence, or stalking, are encouraged to directly report these incidents to UT Dallas Police Department at 972-883-2222 or to the Title IX Coordinator at 972-883-2218. Additional information and resources may be found at: http://www.utdallas.edu/oiec/title-ix/resources/”

The motion carried.

B. Undergraduate / Graduate Scholarship Programs

Clint Peinhardt made a motion on the behalf of CEP to approve the amendments to Scholarship Programs. The updates were made in order to make the policy in line with the Board of Regents’ Rules, and the criteria set by the university. The motion carried.

C. Graduate Courses for possible future use

Clint Peinhardt made a motion on the behalf of CEP to approve the amendments. The amendments that were made brought the policy in lines with the actual practice. The motion carried.

D. Amendments to UTDPP 1052 to allow for electronic submission of dissertations

Clint Peinhardt made a motion on the behalf of CEP approve the amendments. The amendments that were made brought the policy in lines with the actual practice. He assured the Faculty that dissertation committee members can still ask for hard copies of the dissertation, however the office of Graduate studies will not require hard copies as of fall 2016.
9. **Hearing Tribunal Appointments – Tim Redman**
   Murray Leaf moved to reappoint each person currently on the tribunal for another year. Robert Scotch seconded. The motion carried.

10. **Updates to UTS 180- Tim Shaw**
    Changes were made to UTS 180 system wide. The only change that was made to the document was a suggestion to include dual position holding processors. Murray Leaf moved to approve the amendments. David Cordell seconded. The motion carried.

11. **Amendments to UTDPP1013-Academic Program Review Committee – Murray Leaf**
    The only change to the committee charge was to change the membership term from one year to two years. One additional amendment was suggested to say that no one could serve on the Committee for more than seven years. Matt Brown moved to approve the amendments to the committee charge. Richard Scotch seconded. The motion carried.

12. **Amendments to UTDPP1003- Information Technology Resources, Planning and Policy Committee**
    Two students were added to the Committee on the floor of the April Senate meeting. At the HOP meeting it was noticed that the term was two years for the students, which is probably not appropriate. An amendment was suggested to state that the term for students would be one year. Murray Leaf moved to approve the amendment. Joe Izen seconded. The motion carried.

13. **Amendments to UTDBP 3050- Scholarships, Fellowships, and Other Appointments and Monetary Awards to Students**
    During a recent audit it was found that this policy had not been updated in quite some time, and it was recommended that it be updated. The policy was pulled from a portion of an old HR appointments policy. A stand-alone policy has been created that reflects how scholarships, fellowships, and monetary awards are handled currently. A major change from the previous policy was the inclusion of a section on tuition waivers. Betsy Schlobohm moved to approve the amendments. Greg Dess seconded. The motion carried.

14. **Adjournment**
    There being no further business, Inga Musselman moved to adjourn. Greg Dess seconded. The motion carried. The meeting adjourned at 3:14 PM.

APPROVED: ___________________________ DATE: ____________
Tim Redman
Speaker of the Faculty
Item 6:
August 2016
SACSCOC
Reaffirmation Updates
**SACSCOC Reaffirmation Updates** ([http://sacscoc.utdallas.edu/](http://sacscoc.utdallas.edu/))  
Presented by Serenity Rose King, Assistant Provost for Policy and Program Coordination, SACSCOC Liaison  
Academic Council and Academic Senate  
August 2016

1. Monitoring Recap Presentation (Separate Handout/PowerPoint presentation)

2. Informational Announcements
   A. September Brief Presentation and QEP Topic Selection
   B. Reaffirmation Committees (Materials and Updates)
      1) UT Dallas SACSCOC website / materials: [http://sacscoc.utdallas.edu/](http://sacscoc.utdallas.edu/)
         • Each Reaffirmation Committee’s webpage now includes agenda packets and minutes.
         • The Leadership Team will resume its meeting schedule on August 4, 2016.
         • Some committees have met during the summer to get started on their assignments.
         • Upcoming reaffirmation committee meetings are included.
      2) Status of Technical Support / Workspace: [http://sacscoc.utdallas.edu/ptg](http://sacscoc.utdallas.edu/ptg)
         • Provost’s Technology Group (PTG) created working folders for each committee on the Degas server; each principle has a “seed document” or a baseline document to be updated for the 2017 Compliance Certification Report (CCR).
         • PTG has completed a new web version of the 2007 narratives along with other reports, such as the Fifth-Year Interim Report.
   C. Visit at UT Dallas: Lisa Berry, University of Houston, Downtown (UH-D)
      1) Assistant Director, Library Planning and Assessment
         • Member of UH-D’s university-wide Co-curricular & Operations Assessment Committee
      2) Focus on non-academic assessment
         • Met with Office of Assessment staff; chair and vice chair of the Learning and Student Resources Reaffirmation Committee; and University Library staff.
      3) Participants: Serenity Rose King, Dr. Michael Carriaga (Assessment Coordinator, Provost’s Office), Dr. Mary Jo Venetis (Director, Provost’s Office), Josh Hammers (Director of Assessment in Student Affairs), Debbie Montgomery (Associate Director for Technical Services and Assessment), Dr. Ellen Safley (Dean of Libraries), Loreen Henry (Head of Information Literacy Services), and Chris Edwards (First Year Experience Instruction Librarian)
   D. Announcements from Dr. Gloria Shenoy, Director of Assessment, Provost’s Office
      1) The inaugural 2-day Assessment Seminar (August 11-12, 2016) put on in conjunction with JSOM’s Project Management Institute has 70 participants, including 30 UT Dallas program heads, assessment coordinators, and instructors with representations from all of the schools. During this seminar, participants will learn about learning outcomes assessment.
      2) This summer, the Office of Assessment and the Center for Teaching and Learning launched our first desktop development, “10-in-10” – 10 teaching tips in 10 minutes or less.
      3) Gloria will be presenting at both the New Faculty Orientation and Graduate Assistants Orientation on the importance of learning outcomes.
      4) Please visit the Office of Assessment website, [http://provost.utdallas.edu/assessment/resources](http://provost.utdallas.edu/assessment/resources) for additional workshops. At least one will be offered each month.
Item 9:
Committee on Educational Policy
August 2016
Updates
Option A – graduate assistant category added

University Policies Related to Graduate Assistants, Graduate Student Teaching Assistants, Teaching Associates, and Graduate Student Research Assistants - UTDPP1075

Policy Statement

Philosophy

Graduate Departments and eligible administrative units are designed to provide the opportunity for individuals to make the transition from students to professional scholars and practitioners. The appointment of a graduate student as a Teaching Assistant, Research Assistant, Graduate Assistant, Teaching or Research Assistant, or Teaching Associate often provides the student with the necessary financial support to facilitate this transformation.

Graduate Assistants, Teaching Assistants, and Research Assistants, Graduate Assistants, and Teaching Associates are enrolled, full-time graduate students taking a minimum of nine approved semester hours each regular (long) semester and must be in academic good standing each semester they are appointed. Assistants and Associates are also employees of the University and are expected to meet specified teaching, or research, or administrative support obligations and receive compensation for contributing to the teaching and/or research mission of the University. As employees of the University, Graduate Assistants, Teaching Assistants, Research Assistants, Graduate Assistants, and Teaching Associates, and Research Assistant appointees, when acting in their capacity as employees, are subject to the provisions of policies and procedures relating to employment, including the provisions and requirements governing intellectual property.

Graduate studies and assistantship responsibilities should reinforce each other. The appointments are intended to allow the student to gain valuable in-service experience in teaching, research, administrative functions, and other activities. Research projects should ideally lead to a thesis or dissertation. Teaching assignments should give greater insight into a student's discipline. Administrative responsibilities could include research; in such cases, these duties should give a graduate student an opportunity to apply collaborative communication strategies in planning, executing, and assessing projects or to apply research concepts, practices, and methodologies when conducting institutional research. In either all cases, a close relationship between the faculty or administrative supervisor and the student is vital to the promotion of the professional growth of the graduate student.
Three types of assistantships are offered:

1. Full-time (0.5 FTE personnel appointments) Graduate Student Teaching Assistants (TA’s) are employed a maximum of twenty hours per week to help meet the instructional needs of the university and are paid from faculty salary funds. Appointments and reappointments as Teaching Assistants are subject to: the availability of financial support, satisfactory academic progress, and performance review by their academic Department on a semester-by-semester basis. In consultation with, and under the direction of, an assigned supervisor, the Teaching Assistant will aid in the teaching of one or more courses.

2. Full-time (0.5 FTE personnel appointments) Graduate Student Teaching Associates will be appointed, with prior written approval of the Executive Vice President and Provost (Provost), as the primary instructor of record for a course. The Teaching Associate serving as a primary instructor will work closely with an assigned faculty supervisor. To be eligible for appointment as the primary instructor of record for a course, Teaching Associates must be in the last phase of their doctoral program and be unconditionally enrolled in graduate study. Appointments and reappointments as Teaching Associates are subject to: the availability of financial support, satisfactory academic progress, and performance review by their academic Department on a semester-by-semester basis.

3. Full-time (0.5 FTE personnel appointments) Graduate Student Research Assistants (RA’s) are employed a maximum of twenty hours per week to assist the research efforts of the faculty in a capacity that relates to the student’s educational goals. Research Assistants are paid from individual research awards or from externally funded contracts or grants. Research Assistant appointments and reappointments are subject to: the availability of financial support, satisfactory performance in and progress toward specified research assignments, and performance review on a semester-by-semester basis. The Principal Investigator or Project Director of the award will designate and supervise the research activities of the Research Assistant. Duties may include library searches, field work, laboratory experiments, and preparation of reports. The duties should provide an opportunity to acquire professional skills that complement his/her graduate Department program and must not be for services unrelated to the student’s educational Department or be clerical in nature.

4. Full-time (0.5 FTE personnel appointments) Graduate Student Assistants (GA’s) are employed a maximum of twenty hours per week to assist with administrative support functions and other activities in a manner that relates to the student’s professional development. Graduate Assistant appointments and reappointments are subject to: the availability of financial support, satisfactory performance in specified administrative assignments, satisfactory progress in the academic program, and a satisfactory performance review on a semester-by-semester basis. The Graduate Assistant’s responsibilities may
or may not directly relate to teaching or research while some duties may be both research and administrative in nature, or consist of other activities that do not generally fit within the Teaching Assistant, Teaching Associate, or Research Assistant responsibilities. Depending on the specific job duties, Graduate Assistants may apply research concepts, practices, or methodologies through analyzing data, presenting findings, conducting institutional research, collaborating with co-workers and/or colleagues in preparing reports and/or presentations, and similar activities. In all cases, their duties should not be clerical in nature. The administrative supervisor will designate and manage the activities of the Graduate Assistant. The administrative supervisor will ensure that the Graduate Assistant activities will contribute to the graduate student’s professional growth in acquiring professional skills that complement his/her graduate interests and/or discipline, although these skills may not necessarily relate to his/her progression toward a degree. It is recommended that the administrative supervisor maintain communication with the student’s faculty advisor about the student’s appropriate academic progress and administrative performance.

3-4. Full-time (0.5 FTE personnel appointments) Graduate Student Teaching Associates will be appointed, with prior written approval of the Executive Vice President and Provost (Provost), as the primary instructor of record for a course. The Teaching Associate serving as a primary instructor will work closely with an assigned faculty supervisor. To be eligible for appointment as the primary instructor of record for a course, Teaching Associates must be in the last phase of their doctoral program and be unconditionally enrolled in graduate study. Appointments and reappointments as Teaching Associates are subject to: the availability of financial support, satisfactory academic progress, and performance review by their academic Department on a semester-by-semester basis.

4. Qualifications/Eligibility for Assistantship Appointments

To be eligible for appointment as a full-time Teaching Assistant, Research Assistant, Graduate Assistant, Teaching or Research Assistant, or Teaching Associate, students must be unconditionally admitted to a graduate Department and be enrolled full-time in a graduate Department at UT Dallas. Students appointed as Graduate Assistants and Associates are required to maintain academic good standing as defined in the graduate catalog. Students on academic probation may not be appointed to, or remain on, an assistantship. Exceptions may be approved by the Graduate Dean upon recommendation of the School Dean and/or the administrative supervisor.

For teaching appointments, competency-proficiency in spoken and written English is required. At the time of their initial appointments as Teaching Assistants or Teaching Associates, international students will be required to take an oral
screening test designed to establish their English communication skill level. The outcome of the test will establish if the student will be required to enroll in, and subsequently pass, an English as a Second Language (ESL) course designed to prepare them for classroom duties and interactions with students. Students who are not excused from taking the ESL course by the Graduate Dean must pass the ESL course within two semesters of enrollment to qualify for continued appointment as a Teaching Assistant or Associate. Additional information about the screening test and the ESL course may be obtained from the Office of the Graduate Studies.

A faculty committee in each School, Department, or Program must screen, rank, and recommend the appointment or reappointment of Teaching Assistants, Research Assistants, and Teaching Graduate Assistants or Associates in that academic unit. Evaluation criteria for entering students must include, but not necessarily be limited to, previous academic record (degree, GPA), TOEFL scores if applicable, standardized examination scores if required by the program (GRE, GMAT), applicable teaching or work experience, letters of recommendation, and the Committee’s judgment that the student has the potential for sustained achievement in the chosen field of graduate study. Eligible administrative units may follow their current Human Resources personnel practices in screening, ranking, and recommending the appointment or reappointment of Graduate Assistants in consultation with faculty in the student’s academic discipline.

Reappointment of students will also require: completion of a required GA/TA/RA orientation training program; a demonstrated high standard of performance in the areas of assigned duties in teaching, and/or administrative support; and satisfactory progress toward the graduate degree.

Appointment Procedures

The appointment of a Graduate Assistant, Teaching Assistant, and Research Assistant requires recommendation by the Department and/or Program Head (if applicable) and the Dean of the School and approval by the Dean of Graduate Studies. Teaching Associate appointments must also be approved by the Office of the Executive Vice President and Provost. In the case of an administrative unit, the appointment of Graduate Assistants requires the recommendation by the supervisor and his/her manager. All requests for initial appointment, reappointment, or change of status of Graduate Assistants or Associates must be initiated on the appropriate Human Resources forms, and must include the academic level of the student in the degree program at UT Dallas (Master's or Doctoral). For Teaching Assistants, the course or courses for which assistance is to be rendered should be specified on a semester-by-semester basis. For Research Assistants, the name of the faculty member whose research is to be assisted should be specified. For Teaching Associates, the name of the course and the name of the faculty member who will supervise the Teaching Associate should be specified. In addition, all GA’s/TA’s/RA’s must complete, sign, and return to their Program or Department Head a statement confirming the receipt, understanding, and acceptance of the
conditions contained in the form entitled "Responsibilities of Graduate Assistant, Graduate Student Teaching Assistants, Teaching Associates, and Research Assistants" (a sample is attached). A copy of the completed form must be submitted in the semester of initial appointment and at the beginning of each Fall semester thereafter. These copies should be maintained by the program personnel or the administrative unit for an appropriate time period as defined by the records retention policy.

Because the terms of individual awards may vary from program to program, and even within a single program, the Department and/or Program Head (if applicable) and/or School Dean, and the administrative supervisor or his/her manager are responsible for forwarding to each prospective Teaching Assistant, Research Assistant, Graduate Assistant or Teaching Associate an official letter of appointment specifying complete information on the terms of the assistantship, including:

1. title, fraction of effort, and length of appointment;
2. level of assistantship financial support;
3. minimum student course load;
4. description of duties;
5. name of supervisor;
6. information concerning the required GA/TA/RA orientation program and sessions for teaching appointees; and
7. deadline for acceptance.

If specific information on items 4 and 5 is unavailable at the time of appointment, the information should be furnished in writing no later than the first class day of the semester. Specific program and/or department or administrative unit policies, if any, governing Teaching Assistants, Research Assistants, Graduate Assistants and/or Teaching Associates should be communicated in writing.

Teaching Assistants, Research Assistants, Graduate Assistants and Teaching Associates are normally appointed at 50% of full-time employee status for a total of 20 hours per week. Employment at less than 50% is permissible with a commensurate reduction in salary. Aggregate employment at more than 50% of full-time in a combined appointment is not permitted.

Length and Terms of Appointment and Reappointment to Assistantships

Initial appointments starting in the Fall semester may be for an academic year or for a single semester. Initial appointments starting in the Spring or Summer semester will terminate no later than the end of the Summer semester.
Associates

Students may be reappointed if it is determined that reappointment is to the benefit of the institution. Reappointment may be for an academic year or for a single semester. Failure to maintain qualifications for the appointment and/or meet the conditions of service, including performance standards may lead to the termination of an assistantship.

The maximum duration of assistantship support provided to students pursuing master's degrees is normally four semesters, whether regular (long) or summer semester. An additional semester of support may be provided for qualified students in degree options requiring more than 36 semester credits. It is recommended that students confer with their Department Head and/or School Dean or the administrative supervisor to clearly establish/define such limits and other restrictions that may apply. Appointments and reappointments are subject to the availability of funds.

Subject to the availability of funds and continued reappointment by the Department or School, the maximum period of teaching assistantship support of students enrolled in a doctoral program is 12 semesters, whether regular (long) or summer semester or 100 doctoral level semester credit hours (whether taken at UT Dallas or another public institution in Texas). It is strongly recommended that students confer each semester with their Department Head (if applicable) and/or School Dean to clearly establish/define the status of their appointment, the number of doctoral hours of eligibility remaining for the student, and other restrictions that may apply.

Conditions of Service

As conditions of service (appointment and reappointment) the graduate student must:

- be in good academic standing with the Department and/or School and the University;
- be making satisfactory and timely progress toward the appropriate degree;
- be enrolled on a full-time basis (minimum of 9 credit hour enrollment each regular (long) semester); the required course load in the summer session will be designated by the Dean of the School;
- have been evaluated by supervisor as having performed satisfactorily on assigned tasks in accordance with Department, School and University policies and procedures; and
- have been in compliance with all requirements specified in the form, “Responsibilities of Graduate Assistant, Graduate Student Teaching Assistants, Teaching Associates, and Research Assistants.”

Termination Within Appointment Period

If any of the qualifications for the appointment and/or the conditions of service, including performance standards are NOT satisfied, the Department and/or Program
Head (if applicable) and/or School Dean (in the case of Teaching Assistants or Teaching Associates) or the research supervisor (in the case of Research Assistants) or the administrative supervisor (in the case of Graduate Assistants) will inform the student that grounds exist for termination of his/her assistantship, the nature of the grounds for termination, an explanation of the evidence to support the grounds, and provide the student with the opportunity to respond to an intent to terminate the assistantship.

If, after providing the student with an opportunity to respond, the Department and/or Program Head (if applicable) and/or School Dean or research or administrative supervisor determines that the termination should proceed, he/she will then make a written request of the School Dean to proceed with the termination of the appointment. Upon review and concurrence, the School Dean will inform the student, in writing, of the decision to terminate the appointment. The termination will take effect on the date specified in the notification to the student from the School Dean.

**Appeal of Termination of Assistantship**

Any student holding a graduate student appointment at UT Dallas has the right to appeal a decision leading to the termination of an assistantship within the appointment period.

The appeal by the student must be made in writing to the Graduate Dean within 10 working days of the date of the notification of the termination of the student's assistantship. The request for reconsideration must be concise. The student is encouraged to attach copies of all relevant statements, documents (written or electronic material) on the matter in support of his/her appeal. The student should also include a clear statement of the student's desired outcome of the appeal process.

The Graduate Dean will convene a review panel consisting of a School Dean and/or an administrative Vice President and a faculty member from schools other than that of the student and the Graduate Dean. The panel will review all submitted materials, will meet with the supervisor who terminated the assistant and the assistant student to provide the opportunity for additional clarifications as appropriate. The student will be notified in writing of the outcome of the appeal within 10 working days of the date the student's written appeal is received by the Graduate Dean. The decision of the review panel will be final.

**Responsibilities**

The Teaching Assistant, Research Assistant, Graduate Assistant, or Teaching Associate is expected to work closely with the faculty, research, or administrative supervisor in carrying out assigned teaching/research/administrative duties and also to make good progress toward the completion of his/her the degree program. The Teaching Assistant, Research Assistant, Graduate Assistant, or Teaching
Associate Assistant or Associate is obligated to maintain and enforce standards of academic honesty and integrity and to report violations of these to the faculty/research/administrative supervisor. The Graduate Teaching Assistant, Research Assistant, Graduate Assistant, or Teaching Associate Assistant or Associate is expected to keep well informed of Department, School, and institutional University regulations and follow them consistently. The Graduate Teaching Assistant, Research Assistant, Graduate Assistant, or Teaching Associate Assistant or Associate is expected to maintain all records pertinent to his or her assignment and to transfer them as and when requested by his or her supervisor.

Evaluation

Evaluation of performance is a critical part of the assistantship experience and should involve ongoing communications between the Teaching Assistant, Research Assistant, Graduate Assistant, or Teaching Associate Assistant or Associate and faculty/research/administrative supervisor(s). The School, or, if delegated, Department or administrative unit, is responsible for establishing appropriate procedures for a formal annual evaluation which will help the Graduate Assistant or Associate student identify strengths and weaknesses. This evaluation will be a part of the graduate assistant's student's employment departmental record. This evaluation will also provide an avenue for assistants to assess their assistantships from their own perspectives.

Supervisor's Responsibilities

The supervisor of a Teaching Assistant, Research Assistant, Graduate Assistant, or Teaching Associate Assistant or Associate is expected to inform and advise the Assistant or Associate directly in matters which pertain to performance. The supervisor should inform a Teaching Assistant or Teaching Associate specifically of all curricular matters in the course (e.g., content, methods, objectives, and standards) and provide advice in teaching techniques and teacher/student relations. The supervisor of a Research Assistant should establish research goals with the assistant which assure that the assistant has the opportunity to learn proper research procedures and techniques and which contribute to the assistant’s growth as a scholar. The administrative supervisor of a Graduate Assistant should inform the assistant by outlining the administrative and/or research duties and other activities to be carried out which contribute to the professional growth as a practitioner.

The supervisor is responsible for apprising the Teaching Assistant, Research Assistant, Graduate Assistant, or Teaching Associate Assistant or Associate of the nature of records to be kept in the course of performance of the assigned duties and of the disposition of these records required at the termination of the assignment. For Teaching Assistants and Teaching Associates, such records may include grade sheets, copies of quizzes or examinations, and student reports. For Research Assistants, they may include laboratory notebooks, primary data, and computer runs. For Graduate Assistants, they may include pertinent university
information, files, emails, and institutional research data. These examples are not all-inclusive.

The supervisor is responsible for ongoing communication regarding the quality of the Teaching Assistant, Research Assistant, Graduate Assistant, or Teaching Associate Assistant's or Associate's performance. The supervisor is the primary evaluator of this performance.

Policy Form: Responsibilities of UT Dallas Graduate Students, Graduate Student Teaching Assistants, Teaching Associates, and Research Assistants

Policy History

- Issued: April 12, 1976
- Revised: August 17, 1976
- Revised: August 1, 1977
- Revised: September 1, 1978
- Revised: September 1, 1979
- Revised: September 1, 1981
- Revised: September 1, 1983
- Revised: November 4, 1987
- Revised: May 15, 1990
- Revised: November 1, 1990
- Revised: July 24, 1996
- Revised: November 2, 1998
- Editorial Amendments: September 1, 2000
- Editorial Amendments: June 4, 2007
- Revised: February 10, 2009
- Editorial Amendments: September 22, 2010
- Revised: TBD

Policy Links

- Permalink for this policy: http://policy.utdallas.edu/utdpp1075
- Link to PDF version: http://policy.utdallas.edu/pdf/utdpp1075
- Link to printable version: http://policy.utdallas.edu/print/utdpp1075

Commented [SK5]: Form needs to be updated if Graduate Assistant position is to be created.
MEMORANDUM

TO: Serenity King, Assistant Provost
FROM: Hasan Pirkul, Dean
DATE: May 17, 2016
RE: Master of Science in Financial Engineering and Risk Management Degree

The Master of Science in Financial Engineering and Risk Management degree has been approved by our faculty and is ready for university approval.
# New Program Request Form for Bachelor's and Master's Degrees

**Directions:** An institution shall use this form to propose a new bachelor's or master's degree program that is in the field of engineering or has costs exceeding $2 million for the first five years of operation. In completing the form, the institution should refer to the document *Standards for Bachelor's and Master's Programs*, which prescribes specific requirements for new degree programs. **Note:** This form requires signatures of (1) the Chief Executive Officer or Chief Academic Officer, certifying adequacy of funding for the new program and the notification of other institutions; (2) a member of the Board of Regents (or designee), certifying Board approval. **NOTE:** Preliminary notification is required for all engineering programs. Prior to submission of an engineering program proposal, the institution should notify the Division of Workforce, Academic Affairs and Research of its intent to request such a program.

For more information: Contact the Division of Workforce, Academic Affairs and Research at 512/427-6200.

## Administrative Information

1. **Institution:** University of Texas at Dallas

2. **Program Name** – Master of Science in Financial Engineering and Risk Management

3. **Proposed CIP Code:** 27.0305

4. **Number of Required Semester Credit Hours (SCHs):** 36 SCH

5. **Brief Program Description** – The purpose of this program is to produce students with a sufficient background in financial engineering and risk management techniques that they can identify, design and manage relevant risk strategies in a variety of environments. The use of quantitative methods in risk management has exploded since the recent recession as has the range of risks that firms are concerned with managing.

   The goals of this program are to teach students how to identify and evaluate the risks that the organization they work in faces. Based on their evaluations of how these risk might affect the value of their organization, they should be identify various strategies for minimizing those risks in a cost effective manner.

6. **Administrative Unit** – This program would be a self-funded program run by the Naveen Jindal School of Management (an Option III program).

7. **Proposed Implementation Date** – 08/18/16

8. **Contact Person** – Provide contact information for the person who can answer specific questions about the program:

   Name: Hasan Pirkul  
   Title: Dean, Naveen Jindal School of Management, University of Texas at Dallas  
   E-mail: hpirkul@utdallas.edu  
   Phone: 972-883-2705
Program Information

I. Need

A. Job Market Need

Since the Global Financial Crisis, risk management in its varied forms has become a major concern for companies and individuals. As a result, there has been a virtual explosion in the number of jobs concerned with risk management in its various forms. Risk management largely depends upon sophisticated mathematical models, and it has become intertwined with financial engineering. For example, most insurance products are like put options, with the more complicated insurance products representing combinations of different financial derivatives. However, risk management has become broader than insurance, and has developed specialized techniques for certain areas, e.g., currency swaps to management foreign currency associated with long-term investments in foreign countries or weather derivatives for utilities— all of which use financial engineering techniques. In all areas of risk management, data analytics is becoming more important as a guide to managing risk in many areas of the economy. For example, the Federal Reserve is developing network models of the banking system to understand the promulgation of credit shocks through the banking system, and to do this it needs to analyze data on the correlations between banks. To address the growing demand for workers able to apply analytical skills to the analysis of data and engineer financial products that address the risks that might adversely affect an organization. Because these skills are so specialized, it is necessary to develop a specialist program that draws on more than one area of expertise.

B. Student Demand

Dallas-Fort Worth area is growing rapidly. In January 2015, a Forbes article on the fastest growing American cities for 2015 placed Dallas as number three, behind Houston and Austin; Fort Worth was number 8. Industrial growth and opportunity have spurred this growth, particularly in financial services and industry. State Farm, Liberty Mutual, and Toyota have recently moved into the North Texas area. On December 8, 2015, one job search engine (Indeed) identified over 3,349 job openings in the DFW area involving risk management.

An increasing need by industry for students trained in financial engineering and risk analysis combined with a growing local economy and student body point to a strong demand for the program. The percentage of students sitting for the Financial Risk Manager exams offered by the Global Association of Risk Professionals has increased year over year. It was 21% for the spring 2015 graduating class. Student comments in the spring 2015 exit survey requested more financial engineering classes, particularly for risk management. This suggests there is a demand for a program in financial mathematics and risk management.

Forty seven universities have financial engineering or a closely related degree, such as financial mathematics and computational finance. There are 18 universities with risk management degrees with 15 focused on financial risk management. Prominent financial engineering programs include Columbia University, Carnegie Mellon University, University of Chicago, Cornell University and University of California – Berkeley. Prominent risk management programs include University of Connecticut, University of Colorado, New York University and Temple University. In the state of Texas, Texas A&M University offers a master's degree in Financial Mathematics and The University of Texas at Arlington offers a Quantitative Finance degree. Financial Mathematics at Texas A&M focuses on quantitative methods, but it includes very few finance classes, with none focused on risk management. The University of Texas at Arlington's MS in Quantitative Finance degree has more finance-centric quantitative courses but none are focused on risk management. Oklahoma State University is the closest program with an MS in Quantitative Financial Engineering program. Their program has three emphases: financial engineering, risk management and investment management. There are 24 hours of core and 9
hours of electives. The proposed program at UT Dallas would have concentrations that focus on two areas of risk management: financial risk management (the risk management problems of financial institutions) and enterprise risk management (the risk management problems of non-financial institutions).

The average size of the typical financial engineering programs is about 30 to 40 students. The data on class size was not available for the risk management degrees. The small number of programs, particularly in risk management, suggests that the demand for professionals with financial engineering and risk management expertise is unlikely to be satisfied.

Some of the specializations are similar to the concentrations found in other degree programs (e.g., Financial Analytics track in the MS in Business Analytics program). The MS in Business Analytics focuses on computing and big data with a specialization in the finance field. Their financial analytics track contains some of the quantitative finance classes but it does not specifically focus on risk management.

### Summary of Area Programs and Their Differences with the MS in Financial Engineering and Risk Management (FERM) Degree

<table>
<thead>
<tr>
<th>School</th>
<th>Program</th>
<th>Differences with the MS in Financial Engineering and Risk Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Texas A&amp;M</td>
<td>Financial Mathematics</td>
<td>Very few finance or business classes; No risk management focus</td>
</tr>
<tr>
<td>UT Arlington</td>
<td>Quantitative Finance</td>
<td>No risk management focus</td>
</tr>
<tr>
<td>Oklahoma State University</td>
<td>Quantitative Financial Engineering</td>
<td>Cross-disciplinary across the university Separate concentrations in financial engineering and in risk management</td>
</tr>
<tr>
<td>UT Dallas</td>
<td>Finance</td>
<td>Lower quantitative requirements; Focused more on corporate finance and investment management</td>
</tr>
</tbody>
</table>

In summary, the MS in Financial Engineering and Risk Management differs from the other programs by combining both financial engineering and risk management; providing a strong business focus to the quantitative and computational analysis; supporting two different risk management concentrations; and requiring strong mathematical and statistical rigor in the program.

We expect the new degree to pull some students from the MS in Finance degree program, particularly from the risk management concentrations. A few students may choose the new degree instead of the MS in Business Analytics, reducing demand for that degree slightly. However, the two degrees - MS in Financial Engineering and Risk Management and the MS in Business Analytics – are complementary, and students may decide to double major instead of selecting one over another. This relationship is highlighted by a feature of the MS in Quantitative Financial Engineering program at Oklahoma State University; their students can earn certificates in data mining and in data analytics depending on the electives that they select.

### C. Enrollment Projections

Because the entry requirements will be rigorous, and the program is expected to start small and then grow but not so much that we cannot maintain the quality of the program. Students who do
not have the program prerequisites will need to take additional coursework in the summer before starting the program.

<table>
<thead>
<tr>
<th>YEAR</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>New student Headcount</td>
<td>30</td>
<td>35</td>
<td>40</td>
<td>45</td>
<td>50</td>
</tr>
<tr>
<td>Cumulative FTSE</td>
<td>30</td>
<td>65</td>
<td>75</td>
<td>85</td>
<td>95</td>
</tr>
</tbody>
</table>

II. Quality

Curricula of similar programs at other universities and the certification requirements developed by the Global Association of Risk Professionals, the main certifying organization for risk management, were consulted to identify the key features of the proposed curriculum. Mapping those identified skills and knowledge base into individual courses and training processes, the faculty then developed the curriculum for the proposed program, to create a rigorous Master’s program in Financial Engineering and Risk Management.

Program prerequisites will include calculus through multivariate calculus, calculus-based probability and statistics, linear algebra and a programming class. Students lacking the program prerequisites will need to take these courses at UTD before beginning the Financial Engineering and Risk Management program.

The curriculum has set of core courses and a set of electives with two concentrations in financial mathematics and risk management. The core courses provide a strong foundation of financial and quantitative knowledge. The core courses cover financial management, econometrics, risk and decision analysis, options and futures markets and two full courses of quantitative methods in finance. The electives provide students an opportunity to obtain in-depth risk management knowledge in a specific area. The specialization tracks are financial risk management and enterprise risk management. Students will also have the ability to combine these areas with financial data analytics.

The goal of the MS in Financial Engineering and Risk Management program is to prepare students with an amalgam of skills necessary to identify, evaluate, communicate, manage and monitor the risk that significantly influence their organizations.

A. Degree Requirements

<table>
<thead>
<tr>
<th>Category</th>
<th>Semester Credit Hours</th>
<th>Clock Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Education Core Curriculum (bachelor's degree only)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Required Courses</td>
<td>18</td>
<td></td>
</tr>
<tr>
<td>Prescribed Electives</td>
<td>18</td>
<td></td>
</tr>
<tr>
<td>Free Electives</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other (internship included above)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td>36</td>
<td></td>
</tr>
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</table>
### Required Courses

<table>
<thead>
<tr>
<th>Prefix and Number</th>
<th>Required Courses</th>
<th>SCH</th>
</tr>
</thead>
<tbody>
<tr>
<td>FIN 6301</td>
<td>Financial Management</td>
<td>3</td>
</tr>
<tr>
<td>FIN 6306</td>
<td>Quantitative methods in finance</td>
<td>3</td>
</tr>
<tr>
<td>FIN 6360</td>
<td>Options and Futures Markets</td>
<td>3</td>
</tr>
<tr>
<td>FIN 6362*</td>
<td>Basic concepts of financial engineering and risk management</td>
<td>3</td>
</tr>
<tr>
<td>MECO 6303</td>
<td>Business Economics</td>
<td>3</td>
</tr>
<tr>
<td>MECO 6312</td>
<td>Applied Econometrics and Time Series Analysis</td>
<td>3</td>
</tr>
</tbody>
</table>

### Prescribed Elective Courses

<table>
<thead>
<tr>
<th>Prefix and Number</th>
<th>Prescribed Elective Courses</th>
<th>SCH</th>
</tr>
</thead>
<tbody>
<tr>
<td>FIN 6314</td>
<td>Fixed Income Securities</td>
<td>3</td>
</tr>
<tr>
<td>FIN 6325</td>
<td>Macroeconomics and Financial Markets</td>
<td>3</td>
</tr>
<tr>
<td>FIN 6340</td>
<td>Management of Financial Institutions</td>
<td>3</td>
</tr>
<tr>
<td>FIN 6342</td>
<td>Insurance and risk management</td>
<td>3</td>
</tr>
<tr>
<td>FIN 6350</td>
<td>Advanced Financial Management</td>
<td>3</td>
</tr>
<tr>
<td>FIN 6368</td>
<td>Financial information and analysis</td>
<td>3</td>
</tr>
<tr>
<td>FIN 6382</td>
<td>Numerical and Statistical Methods in Finance</td>
<td>3</td>
</tr>
<tr>
<td>FIN 6383</td>
<td>Financial Risk Management</td>
<td>3</td>
</tr>
<tr>
<td>FIN 6385</td>
<td>Enterprise Risk Management</td>
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</tr>
<tr>
<td>FIN 6V98</td>
<td>Finance Internship</td>
<td>3</td>
</tr>
<tr>
<td>OPRE 6335</td>
<td>Risk and Decision Analysis</td>
<td>3</td>
</tr>
<tr>
<td>MIS 6311</td>
<td>Cybersecurity Fundamentals</td>
<td>3</td>
</tr>
</tbody>
</table>

- "FIN 6362 would be a new course offering.
- FIN 6362 Basic concepts of financial engineering and risk management (3 semester credit hours) This course develops basic techniques for evaluating and managing the risks of various types of business. Pre-requisites: FIN 6306 or OPRE 6335. Pre/Co-requisite: FIN 6360

- For students focused on financial risk management, they would want to take MIS 6311, FIN 6314 or FIN 6V98, FIN 6340, FIN 6368, FIN 6382 and FIN 6383. This sequence would prepare students to also take GARP's FRM exam.

- For students focused on enterprise risk management, they would want to take MIS 6311, FIN 6342, FIN 6350, FIN 6368 or FIN 6V98, FIN 6382, and FIN 6385. This sequence would prepare students to pursue RMA's, ERMA's or SOA's enterprise risk management certifications.
## C. Faculty

<table>
<thead>
<tr>
<th>Name of Core Faculty and Faculty Rank</th>
<th>Highest Degree and Awarding Institution</th>
<th>Courses Assigned in Program</th>
<th>% Time Assigned To Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>Robert Kieschnick/Associate Professor</td>
<td>PhD (Finance) University of Texas at Austin</td>
<td>Interim Program Director FIN 6350 or FIN 6385</td>
<td>75%</td>
</tr>
<tr>
<td>Alain Bensoussan/Ashbel Smith Professor</td>
<td>PhD (Mathematics) University of Paris</td>
<td>FIN 6362 or OPRE 6335</td>
<td>50%</td>
</tr>
<tr>
<td>Gary Bolton/OP Jindal Chair</td>
<td>PhD (Economics) Carnegie Mellon</td>
<td>MECO 6301 or OPRE 6335</td>
<td>50%</td>
</tr>
<tr>
<td>Xiaofei Zhao/Assistant Professor</td>
<td>PhD (Finance) University of Toronto</td>
<td>FIN 6383</td>
<td>50%</td>
</tr>
<tr>
<td>Feng Zhao/Associate Professor</td>
<td>PhD (Economics) Cornell University</td>
<td>FIN 6314 or FIN 6360</td>
<td>50%</td>
</tr>
<tr>
<td>New Faculty in Year 2</td>
<td>PhD (Finance)</td>
<td>Program Director, FIN 6301, FIN 6362, FIN 6360: FIN 6V98</td>
<td>100%</td>
</tr>
<tr>
<td>New Faculty in Year 2</td>
<td>PhD(Finance/Economics)</td>
<td>FIN 6325; FIN 6340; FIN 6368, FIN 6385</td>
<td>75%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Name of Support Faculty and Faculty Rank</th>
<th>Highest Degree and Awarding Institution</th>
<th>Courses Assigned in Program</th>
<th>% Time Assigned To Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jeffrey Ayres/Adjunct Professor</td>
<td>PhD (Economics) University of Texas at Dallas</td>
<td>FIN 6383 or FIN 6368</td>
<td>25%</td>
</tr>
<tr>
<td>Moran Blueshtein/Clinical Assistant Professor</td>
<td>PhD (Economics) University of Pennsylvania</td>
<td>MECO 6301, MECO 6312</td>
<td>25%</td>
</tr>
<tr>
<td>David Cordell/Clinical Professor</td>
<td>PhD (Finance) University of Texas at Austin</td>
<td>FIN 6342</td>
<td>25%</td>
</tr>
<tr>
<td>Liping Ma/Clinical Assistant Professor</td>
<td>PhD (Finance) University of Arkansas</td>
<td>FIN 6306, FIN 6382</td>
<td>25%</td>
</tr>
<tr>
<td>Christopher Davis/Lecturer1</td>
<td>MBA (Information Security) University of Texas at Austin</td>
<td>MIS 6311</td>
<td>25%</td>
</tr>
</tbody>
</table>

## D. Students

Describe general recruitment efforts and admission requirements. In accordance with the institution’s Uniform Recruitment and Retention Strategy, describe plans to recruit, retain, and graduate students from underrepresented groups for the program.
The MS in Financial Engineering and Risk Management program will participate in JSOM’s general recruiting efforts and will have the same admissions requirements as JSOM and the University. The degree will be advertised along with the other MS degrees available at UT Dallas. There will be on-line and walk-in recruiting sessions to promote the program and answer student questions. Other marketing materials will be created as deemed appropriate. Information on the degree will be available on the UT Dallas website.

Applicants will need to meet all the current admissions requirements for JSOM. A business degree is not required for the program. Program prerequisites will include calculus through multivariate calculus, calculus-based probability and statistics, linear algebra and a programming class. A class in differential equations is recommended. Students lacking the program prerequisites will need to take these courses at UTD before beginning the Financial Engineering and Risk Management program.

The School of Management at UTD will make every effort to recruit and retain underrepresented students into this program. Such efforts will include, but are not limited to, advertising the program widely to communities and organizations with underrepresented populations; providing needed advising to such students on their academic work; and helping them on their career path. Our coordinator of student recruitment is a member of The National MBA Association, Texas Association of Black Personnel in Higher Education, and The North Texas Collegiate Consortium. Furthermore, she routinely attends various events that are targeted to recruiting underrepresented students such as, A&M Diversity Fair, The National Black MBA conference, Huston-Tillotson Graduate Fair, The National Society of Hispanic MBA conference, Diversity Leadership Conference, Paul Quinn College Graduate Fair amongst others.

E. Library

Provide the library director’s assessment of library resources necessary for the program. Describe plans to build the library holdings to support the program.

Collection Review

To compare the book resources available for financial engineering and risk management, a Management Library Liaison searched across library catalog systems in several universities. The subject headings of “Risk Management” and “Financial Engineering” were used to search. This broad subject term includes the stated sub-subjects described in the curriculum analysis. For journals, the search terms “risk management—periodicals” and “financial engineering—periodicals” were used.
For comparison, the analysis included several schools in the region as well as those identified by the Jindal School of Management. The selected schools were TWU, UNT, SMU, Tarleton State University, Sam Houston State University, and Baylor University.

### Schools selected by JSOM for comparison

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>UT Dallas</td>
<td>1464</td>
<td>65</td>
<td>38</td>
<td>3</td>
</tr>
<tr>
<td>UT Arlington</td>
<td>2172</td>
<td>16</td>
<td>120</td>
<td>2</td>
</tr>
<tr>
<td>Oklahoma State University</td>
<td>3221</td>
<td>671</td>
<td>55</td>
<td>0</td>
</tr>
<tr>
<td>Texas Woman's University</td>
<td>563</td>
<td>29</td>
<td>26</td>
<td>1</td>
</tr>
<tr>
<td>University of North Texas</td>
<td>506</td>
<td>27</td>
<td>29</td>
<td>5</td>
</tr>
<tr>
<td>Southern Methodist University</td>
<td>428</td>
<td>53</td>
<td>71</td>
<td>3</td>
</tr>
<tr>
<td>Tarleton State</td>
<td>515</td>
<td>36</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>Sam Houston State</td>
<td>1239</td>
<td>73</td>
<td>5</td>
<td>5</td>
</tr>
</tbody>
</table>

The proposed curriculum includes 2 new courses that will almost certainly require additional resources. According to the 2015 Library and Book Trade Almanac (formerly The Bowker Annual) the average cost per book in the subject area of Business and Economics is $117.50 for print books (increased 2% over the previous year) and $138.84 for e-books (up 1.9%). The estimated cost of adding 76 titles per year then would be approximately $9,740.92, (assuming a 50% balance between print and ebooks).

In addition to a rich book collection, graduate level courses demand access to current periodical literature. A search of UlrichsWeb (the database used to verify and describe journal titles) for risk AND management (limited to scholarly, active, English, and abstract/indexed) combined with a search for Financial engineering with the same limits yielded several titles for possible subscriptions. These titles were checked against our collection.

Upon review, the following journal titles should be acquired for the new degree:

<table>
<thead>
<tr>
<th>Title</th>
<th>Cost/year</th>
<th>Cost for 5 years</th>
</tr>
</thead>
<tbody>
<tr>
<td>International Journal of Business Continuity and Risk Management</td>
<td>$685</td>
<td>$3,785.06</td>
</tr>
<tr>
<td>International Journal of Decision Sciences, Risk and Management</td>
<td>$685</td>
<td>$3,785.06</td>
</tr>
<tr>
<td>International Journal of Financial Engineering and Risk Management</td>
<td>$685</td>
<td>$3,785.06</td>
</tr>
<tr>
<td>International Journal of Financial Engineering</td>
<td>$640</td>
<td>$3536.40</td>
</tr>
<tr>
<td>International Journal of Risk and Contingency Management</td>
<td>$730</td>
<td>$4033.71</td>
</tr>
</tbody>
</table>
Summary
The collection available at the McDermott Library is adequate to begin the program. During the program’s first 5 years, additional journals and journal archives would be purchased at an approximate cost of $22,710.34 assuming a five percent increase in costs per year over the previous year. An additional 76 book titles would be purchased each year at $9,740.92/year (for the first year) or $53,824.73 over 5 years, assuming a five percent increase in costs per year over the previous year. The total cost of the graduate degree plan for financial engineering and risk management is approximately $76,535.07.

F. Facilities and Equipment
Currently UTD has in place adequate computer and data resources to support this program.

The School of Management Building was constructed in 2002, with cutting-edge computing and other teaching facilities and technologies. A new building was added to the school in Fall 2014. The new building houses a state-of-the-art finance and trading lab, which will be a great asset to the financial mathematics and risk management program. The two buildings offer adequate facilities and equipment, in terms of office and classroom spaces as well as computing, research and teaching resources, to accommodate the proposed program. JSOM does not expect the need for additional facility or equipment requirements.

G. Accreditation
We would seek accreditation by the Global Alliance of Risk Professions. We might seek accreditation by other bodies as the need arises.

Currently, the American Assembly of Collegiate Schools of Business (AACSB) is the accreditation body that accredits business school programs, their standards for a business school can be found at http://www.aacsb.edu/accreditation/standards.asp. The School of Management was accredited by AACSB in 2002 and was reviewed and re-affirmed in 2012. The review cycle for the maintenance of accreditation is now every five years by AACSB and this program if approved along with the existing programs will be reviewed again in 2017. If approved, the proposed degree (being a part of JSOM’s current MS degree programs) is considered to meet the stated standards until the next review in 2017.

H. Evaluation
Describe the evaluation process that will be used to assess the quality and effectiveness of the new degree program.

To gauge the success and progress of the MS in Financial Engineering and Risk Management, the program will take the following steps:

1. Create an advisory board and hold annual advisory board meetings to present a summary of the program’s state and seek guidance about the appropriateness of the curriculum;
2. Survey a random sample of students following their first semester in the program; surveys will inquire about student performance, satisfaction with the program, and post-graduation plans and arrangements;
3. Graduating students will be asked to complete an exit survey. The exit survey will include questions regarding how individual courses and the program met the learning objectives and goals. The survey will also work to evaluate courses in terms of their usefulness to students in fulfilling their personal career goals and will provide an opportunity for students to provide feedback for course and program improvement.

4. Maintain and evaluate proper records of applicants, admission and retention rates, and job placements;

5. Survey local employers and industry participants regularly, noting main industry trends pertaining to curriculum development and employment prospects;

6. Complete an annual program assessment based on student performance on specific evaluation questions on exams, teaching evaluations and placement data. The purpose of the assessment is to determine if courses are meeting the program goals and intended learning objectives. Adopt any suggestions and implement changes recommended by the Masters Committee based on the results of these assessments;

7. The Naveen Jindal School of Management, as well as the university, as part of the accreditation processes, assesses every program within the school. The procedures to be used for institutional evaluation of the proposed program, as well as for all existing programs, have been established by The University of Texas at Dallas and are described by UTDPP1013 (Academic Program Review), which governs the periodic review of academic programs and charges the review team to provide an "assessment of the goals, plans, staffing, resources, existing and potential strengths, etc. of the unity, and those areas needing improvement." The Office of the Executive Vice President and Provost maintains the schedule of reviews and works with the Program Review Committee (PRC) and the unit under review to facilitate the review. The process is peer review oriented and includes a review team that incorporates both internal and external members.

8. There will be periodic internal evaluations, which will encompass job offerings, initial salary, institutional wide assessments, and supervisor satisfaction.

9. Carry out any additional program assessments required by the University.

III. Costs and Funding

Five-Year Costs and Funding Sources

This program will be self-funding as student tuition and fees will cover all of the program expenses. Tuition for in-state students would be $35,000 and for out-of-state students, it would be $44,000. We have assumed approximately 25% of the students will be out-of-state students. Special item funding is the sum of tuition and fees from students.

<table>
<thead>
<tr>
<th>Five-Year Costs</th>
<th>Five-Year Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel$^1$</td>
<td>$6,883,316</td>
</tr>
<tr>
<td>Facilities and Equipment$^5$</td>
<td>$82,884</td>
</tr>
<tr>
<td>Library, Supplies, and Materials</td>
<td>$76,535</td>
</tr>
<tr>
<td>Other$^2$</td>
<td>$165,769</td>
</tr>
<tr>
<td>Total Costs</td>
<td>$7,208,505</td>
</tr>
</tbody>
</table>

1. Report costs for new faculty hires, graduate assistants, and technical support personnel. For new faculty, prorate individual salaries as a percentage of the time assigned to the program. If existing faculty will contribute to program, include costs necessary to maintain existing programs (e.g., cost of adjunct to cover courses previously taught by faculty who would teach in new program). Includes faculty, and academic support personnel. Assumes a 2% increase in costs per year.

5 Please use the "Program Funding Estimation Tool" found on the CB website to correctly estimate state funding.
2. Specify other costs here (e.g., administrative costs, travel). Includes, Travel, scholarships, and events. Starts with a base of 30,000 and assumes 5% increase per year over previous year.
3. Indicate formula funding for students new to the institution because of the program; formula funding should be included only for years three through five of the program and should reflect enrollment projections for years three through five.
4. Report other sources of funding here. In-hand grants, "likely" future grants, and designated tuition and fees can be included.
5. Assumes 5% increase in costs per year starting with a base of $15,000
1. **Adequacy of Funding and Notification of Other Institutions** – The chief executive or chief academic officer shall sign the following statements:

   "I certify that the institution has adequate funds to cover the costs of the new program. Furthermore, the new program will not reduce the effectiveness or quality of existing programs at the institution.

   I certify that my institution has notified all public institutions within 50 miles of the teaching site of our intention to offer the program at least 30 days prior to submitting this request. I also certify that if any objections were received, those objections were resolved prior to the submission of this request."

<table>
<thead>
<tr>
<th>Chief Executive Officer/Chief Academic Officer</th>
<th>Date</th>
</tr>
</thead>
</table>

2. **Board of Regents or Designee Approval** – A member of the Board of Regents or designee shall sign the following statement:

   "On behalf of the Board of Regents, I approve the program."

<table>
<thead>
<tr>
<th>Board of Regents (Designee)</th>
<th>Date of Approval</th>
</tr>
</thead>
</table>

---
MEMORANDUM

TO: Serenity King, Assistant Provost
FROM: Hasan Pirkul, Dean
DATE: May 17, 2016
RE: Existing Degree Program Title Change

The title change from Master of Science in Healthcare Management to Master of Science in Healthcare Leadership and Management has been approved by our faculty and is ready for university approval.
Texas Higher Education Coordinating Board

Existing Degree Program
Title Change Request

Directions: Complete this form to request a change to the title (name) of an existing degree program. The degree program must already be on an institution's program inventory. A degree program title consists of the following two parts:

1) degree designation, such as Bachelor of Science (BS), Master of Arts (MA), or Doctor of Philosophy (PhD); and,
2) name of the discipline, such as History, Mechanical Engineering, or Zoology.

NOTE: This form requires the signature of the Provost or Chief Academic Officer.

Submit the Degree Program Title Change Request via the Online Submission Portal: https://www1.thecb.state.tx.us/apps/proposals/

Information: Contact the Division of Academic Quality and Workforce at 512/427-6200.

Administrative Information

1. Institution: University of Texas at Dallas

2. Current Degree Program Title – Master of Science in Healthcare Management

3. Degree Program CIP Code: 52.9999

4. Contact Person: Provide contact information for the person who can answer specific questions about the degree program.

   Name: Hasan Pirkul
   Title: Dean, Naveen Jindal School of Management, University of Texas at Dallas
   E-mail: hpirkul@utdallas.edu
   Phone: (972) 883-2705
Existing Program Degree Title Change
Page 2

Request for Change in Degree Program Designation (e.g., Bachelor of Science (BS), Master of Arts (MA), or Doctor of Philosophy (PhD))

Current Degree Program Designation:

Proposed Degree Program Designation:

Implementation Date: (MM/DD/YYYY)

Reason for Change:
Describe why this change would be beneficial to students and/or the degree program.

Request Change in Name of Discipline (e.g., History, Mechanical Engineering, or Zoology)

Current Name: Master of Science in Healthcare Management

Proposed Name: Master of Science in Healthcare Leadership and Management

Implementation Date: 08/01/2016

Reason for Change:
Describe why this change would be beneficial to students and/or the program.

We are requesting that the name of JSOM's present MS in Healthcare Management degree be changed to MS in Healthcare Leadership and Management.

The U.S. healthcare industry is undergoing significant change as the traditional fee-for-service payment model gives way to value-based reimbursement. This new payment model fundamentally changes the traditional service delivery model and shifts significant financial risk from payers to providers. This has resulted in substantial industry conflict and upheaval.

Strong and capable leadership is required to guide the industry through these changes. JSOM's healthcare Masters curriculum helps develop future industry leaders with four different programs which are offered to audiences that include traditional graduate students, experienced healthcare administrators and physicians. Each of these programs, features classes in the essential elements of successful organizational leadership. Amending the name of the degree as requested simply acknowledges that our graduate healthcare curriculum presently emphasizes the knowledge and skills of both leadership and management.

The proposed name change benefits the students by better describing their role in the transformation of healthcare as the industry evolves to a new medical delivery model that emphasizes the value-based care. An important element of their role will be to help in leading such transformation, as opposed to simply functioning as managers of a stable industry.
**Signature of Compliance**

I hereby certify that all of the above changes have been approved in accordance with the procedures required by my institution, system office, and Board of Regents, as applicable.

<table>
<thead>
<tr>
<th>Provost/Chief Academic Officer</th>
<th>Date</th>
</tr>
</thead>
</table>
# Graduate Courses
To be offered in 2016-2017

## Number of Courses

<table>
<thead>
<tr>
<th>School</th>
<th>ARHM</th>
<th>ATEC</th>
<th>BBSC</th>
<th>ENCS</th>
<th>EPPS</th>
<th>GENS</th>
<th>JSOM</th>
<th>NSMT</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>1</td>
</tr>
</tbody>
</table>

## Repeatable Courses

<table>
<thead>
<tr>
<th>School</th>
<th>ARHM</th>
<th>ATEC</th>
<th>BBSC</th>
<th>ENCS</th>
<th>EPPS</th>
<th>GENS</th>
<th>JSOM</th>
<th>NSMT</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**NOTE:** Although they are included in the counts above, course removals are not included in the information in the tables below. These are only additions and edits.

**School** | **Course** | **Action** | **Offered** | **Notes**
---|---|---|---|---
JSOM | MAS 6102 | Add | Fall 2016 |
<table>
<thead>
<tr>
<th>start</th>
<th>end</th>
<th>req course req_id</th>
<th>catalog course description</th>
<th>request status</th>
<th>request metadata</th>
<th>actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017-open</td>
<td></td>
<td>edit * mas6102 (r2) mas6102.3 group_head series_head</td>
<td>MAS 6102 Professional Development (1 semester credit hour) This course is designed to enhance the student's experience such as building networking skills, verbal and written communication skills, business etiquette, and learning how to increase their human capital. The goal is to make students more marketable and valuable professionals to the global economy. Students will learn how to build a personal career portfolio (an approved resume, a LinkedIn profile, etc.), how to market themselves, how to prepare for internship and job placement interviews, and how to utilize professional networking. Pass/Fail only. (1-0) S</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Hi Jennifer,

FYI, I have created a course MAS 6102 Professional Development and hopefully you can add it to our catalog for Fall 2016 if timing permits.

Thanks,
Shawn

This course is designed to enhance the students’ experience such as building networking skills, verbal and written communication skills, business etiquette and learning how to increase their human capital. The goal is to make students more marketable and valuable professionals to the global economy. Students will learn how to build a personal career portfolio including an approved resume and a LinkedIn profile, how to market themselves, how to prepare for internship and final placement interviews and how to utilize professional networking capabilities.
“The University’s concealed handgun policy is posted on the campus carry website: https://www.utdallas.edu/campuscarry/“ to be added under a heading "Campus Carry" on the syllabi policies and procedures page (https://coursebook.utdallas.edu/syllabus-policies) under "Sharing Confidential Information" and above "Technical Support.”
Item 12:

2016

Committee on Committees
Appointment Recommendations
2016 - 2017

Committee Name: Advisory Committee on Research
Charge: Policy Memorandum UTDPP1033

Ex-Officio (with vote)
Dean of Natural Sciences & Mathematics
Dean of Behavioral & Brain Sciences
Dean of Engineering & Computer Science
Dean of Arts & Humanities
Dean of Economics, Political & Policy Sciences

Special Requirements:
At least 11 voting members, 7 of which, including the Chair, shall be members of the general faculty from areas with the most involvement with and dependence on external funding

2-year terms
Deans of ECS, BBS, NS&M, A&H & EPPS
1 Dean (with vote) of remaining schools

Responsible University Official
Vice President for Research

Members Whose Terms are Continuing

Members Whose Terms Are Expiring
Faculty:
Rosanna Guadagno (ATEC) (8/31/2016)
Colleen G Le Prell (BBS) (8/31/2016)
John Hansen (ECS) (8/31/2016)
Paul Pantano (NSM) (8/31/2016)
Michael Kesden (NSM) (8/31/2016)
Alex Piquero (EPPS) (8/31/2016)
Peter Park (AH) (8/31/2016)

Chair: Paul Pantano (NSM) (8/31/2016)
Vice Chair: John Hansen (ECS) (8/31/2016)

Replacements Needed
Midori Kitagawa (ATEC) (08/31/2017)
Gregory Dussor (BBS) (08/31/2018)
Bhavani Thuraisingham (ECS) (08/31/2018)
Huibing “Harrold” Zhang (JSOM) (08/31/2018)
Michael Kesden (NSM) (08/31/2017)
Alex Piquero (EPPS) (08/31/2017)
Rainer Schulte (AH) (08/31/2018)
Michael Kesden (NSM) (08/31/2017)
Alex Piquero (EPPS) (08/31/2017)
Committee Name: President’s Outstanding Teaching Awards Committee

Charge: Policy Memorandum UTDPP1039

Committee Members:

Ex-Officio (with vote)
Dean of Undergraduate Education
Student Government President - Akshitha Padigela

Special Requirements:
Dean of Undergraduate Education
President of Student Government

5 members
3-year terms
3 faculty (3 previous award winners)
Chair – longest-standing faculty member on committee

Responsible University Official
Executive Vice President and Provost

Members Whose Terms are Continuing
Faculty:
Rebecca Files (13-14 &14-15 winner) (8/31/2018)
Brady McCary (12-13 winner) (8/31/2017)

Members Whose Terms are Expiring
Mathew Goeckner (NSM) (8/31/2016)

Replacements Needed
Monica Rankin (AH) (08/31/2019)

Chair: Matthew Goeckner (8/16/16)
Vice-Chair: Brady McCary (8/31/2017)
2016-2017

**Committee Name:** Committee on Academic Integrity

Charge: Policy Memorandum UTDPP1012

Senate Concurrent Committee

<table>
<thead>
<tr>
<th>Ex-Officio</th>
<th>Special Requirements:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>9  Faculty, at least one from each school</td>
</tr>
<tr>
<td></td>
<td>2   Students</td>
</tr>
<tr>
<td></td>
<td>2-year terms, staggered</td>
</tr>
</tbody>
</table>

**Ex-Officio**

Library representative (without vote) nominated by the Library Director

**Responsible University Official**

Dean of Students- Amanda Smith

**Members Whose Terms are Continuing**

- Kenneth Smith (JSOM) (8/31/2017)
- Timothy Christopher (ATEC) (8/31/2017)
- Yvo Desmedt (ECS) (8/31/2017)
- Erin Smith (IS) (8/31/2017)
- Sven Kroenger (BBS) (8/31/2017)
- Chuan wei Zhang (NSM) (8/31/2017)

**Members Whose Terms are Expiring**

**Faculty:**

- Carie Lambert (AH) (8/31/2016)
- Lynne Vieraitis (EPPS) (8/31/2016)

**Library Representative:**

Ellen Safley

**Students:**

- Rajadar Reddy (UG-BBS)
- Jake Colling (UG-JSOM)

**Chair:** Eric Schlereth (AH) (8/31/2017)

**Vice Chair:** Lynne Vieraitis (EPPS) (8/31/2016)

**Replacements Needed**

- Christopher Ryan (AH) (08/31/2018)
- John Worrall (EPPS) (8/31/2018)
- Ellen Safley (Ex-Officio)

**Students:**

- Yash Chevli (SR-JSOM) (08/31/2018)
- John William Van Der Shans (Jr-EPPS) (08/31/2018)

**Chair:** Eric Smith (IS) (8/31/2017)

**Vice Chair:** Christopher Ryan (AH) (08/31/2018)
Committee Name: Committee on the Core Curriculum

Charge: Policy Memorandum UTDPP1018

Senate Concurrent

Ex-Officio (without vote)

Dean of Undergraduate Education
Associate Dean for Undergraduate Advising

University Registrar
Representative from the Office of Assessment

Ex-Officio (with vote)

Chair, CEP

Responsible University Official

Dean of Undergraduate Education

Members Whose Terms are Continuing

Simeon Ntafos (ECS) (8/31/2017)
Tonja Wissinger (IS) (8/31/2017) * Assoc. Dean
Melanie Spence (BBS) (8/31/2017)
Eric Farrar (ATEC) (8/31/2017)

Members Whose Terms are Expiring

Faculty:
Marilyn Kaplan (SOM) (8/31/2016)
Dennis Miller (NSM) (8/31/2016)
Shelley Lane (AH) (08/31/2016)
Carol Lanham (EPPS) (8/31/2016)

Students:
1) Upper division Transfer Student
2) Lower Division Transfer
3) Degree seeking Grad
4) Degree seeking Undergrad

Chair: Marilyn Kaplan (SOM) (8/31/2016)
Vice Chair: Dennis Miller (NSM) (8/31/2016)

Special Requirements:

8 voting members from faculty
All schools represented and shall include non-administrative faculty members who are regularly assigned to teach core curriculum courses.
4 students (without vote)
   degree-seeking undergraduates including one lower-division student and one upper-division transfer student
2-year terms, staggered

Jill Duquaine-Watson (IS) (08/31/2017)

Replacements Needed

Marilyn Kaplan (SOM) (08/31/2018)
Fabiano Rodrigues (NSM) (08/31/2018)
Lawrence Amato (AH) (08/31/2018)
Denise Boots (EPPS) (08/31/2018)
Ivan Nicholas Torres (Upper Transfer Student) (08/31/2018)
Jonathan Schueler (Sophomore-NSM) (08/31/2018)
Calvonah Jenkins (Grad-EPPS) (08/31/2018)
Azfar Siddiqui (Jr.-JSMOM) (08/31/2018)
Fabiano Rodrigues (NSM) (08/31/2018)
Eric Farrar (ATEC) (8/31/2017)
**Committee Name:** Committee on Distance Learning

**Charge:** Policy Memorandum UTDPP1021

<table>
<thead>
<tr>
<th>Ex-Officio (with vote)</th>
<th>Special Requirements:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dean of Graduate Studies</td>
<td>6 faculty members</td>
</tr>
<tr>
<td>Vice President, Chief Information Officer</td>
<td>6 ex-officio, voting members</td>
</tr>
<tr>
<td>Dean, School of Engineering &amp; Computer Science</td>
<td>2-year terms, staggered</td>
</tr>
<tr>
<td>Vice President for Student Affairs</td>
<td></td>
</tr>
<tr>
<td>Dean, School of Management,</td>
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<tr>
<td>Distance Learning Coordinator – eLearning Director</td>
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</tr>
</tbody>
</table>

**Responsible University Official**

Vice Provost

**Members Whose Terms are Continuing**

<table>
<thead>
<tr>
<th>FACULTY</th>
</tr>
</thead>
<tbody>
<tr>
<td>FACULTY</td>
</tr>
<tr>
<td>Sarah Maxwell (EPPS) (8/31/2017) * Assoc. Dean</td>
</tr>
<tr>
<td>Mark Thouin (SOM) (8/31/2017)</td>
</tr>
<tr>
<td>Cassini Nazir (ATEC) (8/31/2017)</td>
</tr>
<tr>
<td>Andras Farago (ECS) (8/31/2017)</td>
</tr>
<tr>
<td>Steve Yurkovic (ECS) (8/31/2017)</td>
</tr>
</tbody>
</table>

**Members Whose Terms are Expiring**

**Library Representative**

Stephanie Isham

<table>
<thead>
<tr>
<th>Replacements Needed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty</td>
</tr>
<tr>
<td>Chris Ryan (AH) (8/31/2016)</td>
</tr>
<tr>
<td>Mary Urquhart (NSM) (8/31/2016)</td>
</tr>
</tbody>
</table>

| Chair: Chris Ryan (AH) (8/31/2016)                                                        |
| Vice Chair: Sarah Maxwell (EPPS) (8/31/2017)                                             |
| Karen Baynham (AH) (8/31/2018)                                                           |
| David Lary (NSM) (8/31/2018)                                                            |

| Steve Yurkovic (ECS) (8/31/2017)                                                         |
| Karen Baynham (AH) (8/31/2018)                                                           |
2016-2017

Committee Name: Committee on Educational Policy

Charge: Policy UTDPP1023

Concurrent

Ex-Officio (with vote)
Chair, Committee on Core Curriculum

Ex-Officio (without vote)
Dean of Graduate Studies
Dean of Undergraduate Education
Assistant Provost
University Registrar & Director of Academic Records

Responsible University Official
Dean of Graduate Studies
Dean of Undergraduate Education

Members Whose Terms are Continuing
Faculty:
John Zweck (NSM) (8/31/2017)
Shayla Houlb (BBS) (8/31/2017)
Lev Gelb (ECS) (8/31/2017)
Charles Hatfield Jr (AH) (8/31/2017)
Clint Peinhardt (EPPS) (8/31/2017)
BPS Murthi (JSOM) (8/31/2017)
Lisa Bell (ATEC) (8/31/2017)
Monica Evans (ATEC) (8/31/2017) * Assoc. Dean

Members Whose Terms are Expiring
Faculty:
Peter Assmann (BBS) (8/31/2016)
Yuri Gartstein (NSM) (8/31/16)
John Gooch (AH) (8/31/2016) * Assoc. Dean
Lowell Doug Kiel (EPPS) (8/31/2016)
Syam Menon (SOM) (8/31/16)
Tonja Wissinger (IS) (8/31/2016) * Assoc. Dean
Ravi Prakash (ECS) (8/31/2016)

Students:
Bret Cease (Graduate Student)
Brian Moore (Undergraduate Student)

Chair: Clint Peinhardt (EPPS) (8/31/2017)
Vice Chair: Charles Hatfield Jr (AH) (8/31/2017)

Special Requirements:
2 faculty from each school
1 from Interdisciplinary Studies
2 students (non-voting)
1 graduate
1 undergraduate
2-year terms

Phillip Hall (ATEC) (08/31/2018)

Replacements Needed

Peter Assmann (BBS) (8/31/2018)
Yuri Gartstein (NSM) (8/31/18)
Peter Park (AH) (8/31/2018)
Yongwan Chun (EPPS) (8/31/2018)
Syam Menon (SOM) (8/31/18)
Karen Prager (IS) (8/31/2018)
Andrea Fumagalli (ECS) (8/31/2018)

Bret Cease (Graduate) (8/31/2017)
Hannah Hubbard (UG) (8/31/2017)

Clint Peinhardt (EPPS) (8/31/2017)
Charles Hatfield Jr (AH) (8/31/2017)
**COMMITTEE NAME:** COMMITTEE ON EFFECTIVE TEACHING

**Charge:** Policy Memorandum UTDPP1024

**Senator Concurrent**

**EX-OFFICIO (without vote)**

- Dean of Undergraduate Education
- A&H Associate Dean of Undergraduate Education
- BBS Associate Dean of Undergraduate Education
- ECS Associate Dean of Undergraduate Education
- EPPS Associate Dean of Undergraduate Education
- IS Associate Dean of Undergraduate Education
- JSOM Associate Dean of Undergraduate Education
- NSM Associate Dean of Undergraduate Education
- ATEC Associate Dean of Undergraduate Education

**SPECIAL REQUIREMENTS:**

- 11 voting members
- 7 faculty members
- 2 students
- 1 technical expert
- 2-year terms, staggered

**RESPONSIBLE UNIVERSITY OFFICIAL**

- Executive Vice President & Provost
  - Paul Diehl – Associate Provost

**TECHNICAL EXPERT**

- Simon Kane (Provost's Technology Group)

**MEMBERS WHOSE TERMS ARE CONTINUING**

- Gregg Dieckmann (NSM)  (8/31/2017)
- Vincent Ng (ECS)  (8/31/2017)
- Sean McComber (ATEC)  (8/31/2017)
- Rebecca Files (SOM)  (8/31/2017)

**MEMBERS WHOSE TERMS ARE EXPIRING**

- Karen Huxtable-Jester (BBS)  (8/31/2016)
- Paul Battaglio (EPPS)  (8/31/2016)
- Angela McNulty (IS)  (8/31/2016)
- Sabrina Starnman (AH)  (8/31/2016)

**REPLACEMENTS NEEDED**

- Karen Huxtable-Jester (BBS)  (8/31/2018)
- Galia Cohen (EPPS)  (8/31/2018)
- Angela McNulty (IS)  (8/31/2018)
- Shelby Hibbs (AH)  (8/31/2018)

**STUDENTS:**

- Priya Mathew (UG-BBS)
- Satya Yedurveda (UG-JSOM)

**CHAIR:** Karen Huxtable-Jester (BBS)  (8/31/2016)

**VICE CHAIR:** Gregg Dieckmann (NSM)  (8/31/2017)

**STUDENTS:**

- Jonathan Schueler (Soph. EPPS)  (8/31/2017)
- Pramukh Atluri (Sr. NSM)  (8/31/2017)
- Karen Huxtable-Jester (BBS)  (8/31/2018)
- Vincent Ng (ECS)  (8/31/2017)
2016 - 2017

**COMMITTEE NAME:** COMMITTEE ON FACULTY MENTORING

Charge: Policy Memorandum UTDPP1026

**SPECIAL REQUIREMENTS:**

1. 12 Faculty members
2. 2 Representatives of the Office of the Provost
   In consultation with the Committee for the Support of Diversity and Equity
2-year terms, staggered

**RESPONSIBLE UNIVERSITY OFFICIAL**

Executive Vice President & Provost

**MEMBERS WHOSE TERMS ARE CONTINUING**

Karen Prager (IS) (8/31/2017)
Nadine Connell (EPPS) (8/31/2017)
Midori Kitagawa (ATEC) (8/31/2017)
David Patterson (AH) (8/31/2017)
Jackie Nelson (BBS) (8/31/2017)

**MEMBERS WHOSE TERMS ARE EXPIRING**

Homer Montgomery (NSM) (8/31/2016)
Dinesh Bhatia (ECS) (8/31/2016)
Orlando Richard (SOM) (8/31/2016)
Garry Bolton (SOM) (8/31/2016)
Vladimir Dragovic (NSM) (8/31/2016)
Kathryn Stecke (SOM) (8/31/2016)
Walter Voit (ECS) (8/31/2016)

**CHAIR:** Homer Montgomery (NSM) (8/31/2016)

**VICE CHAIR:** Dinesh Bhatia (ECS) (8/31/2016)

**REPLACEMENTS NEEDED**

Mustapha Ishak-Boushaki (NSM) (8/31/2018)
Aria Nosratinia (ECS) (8/31/2018)
Lowell Dough Kiel (EPPS) (8/31/2018)
Elena Katok (JSM) (8/31/2018)
Vladimir Dragovic (NSM) (8/31/2018)
Kathryn Stecke (SOM) (8/31/2018)
Walter Voit (ECS) (8/31/2018)
Walter Voit (ECS) (8/31/2018)
Lowell Dough Kiel (EPPS) (8/31/2018)
Committee Name: Committee on Faculty Standing and Conduct
Charge: Policy Memorandum UTDPP1027

2016-2017

Special Requirements:
5 Faculty members
2-year terms, staggered

Responsible University Official
Executive Vice President and Provost

Members Whose Terms are Continuing
Roderick Heelis (NSM) (8/31/2017)
Thomas Brunell (EPPS) (8/31/2017)
Si Zheng (ECS) (8/31/2017)

Members Whose Terms are Expiring
Christine Dollaghan (BBS) (8/31/2016)
Brian Ratchford (SOM) (8/31/2016)

Replacements Needed
Christine Dollaghan (BBS) (8/31/2018)
Ram C Rao (JSM) (8/31/2018)

Chair: Christine Dollaghan (BBS) (8/31/2016)
Vice Chair: Roderick Heelis (NSM) (8/31/2017)
2016 - 2017

**COMMITTEE NAME:** COMMITTEE ON LEARNING MANAGEMENT SYSTEMS

Charge: Policy Memorandum UTDPP1028

**EX-OFFICIO**

Up to 20 members from offices of:
- Educational Enhancement
- Information Resources
- Registrar
- Audit and Compliance
- School of Management instructional designers

**SPECIAL REQUIREMENTS:**

- 8 Faculty members
- One from each of the eight schools
- and must use WebCT
- 2-year terms, staggered
- (of initial eight members, 4 appointed for 1-year term and 4 appointed for 2-year terms)

**RESPONSIBLE UNIVERSITY OFFICIAL**

Vice Provost

**MEMBERS WHOSE TERMS ARE CONTINUING**

Kyoung Lee Swearingen (ATEC) - 2 year term (8/31/2017)
Jonathan Frome (IS) (2 yr. term) (8/31/2017)
Jay Ingrao (AH) (2 yr. term) (8/31/2017)

**MEMBERS WHOSE TERMS ARE EXPIRING**

Gene Deluke (SOM) (8/31/2016) - 2 year term
Richard Golden (BBS) - 1yr. term (8/31/2016)
Karl Ho (EPPS) - 1 year term (8/31/2016)
Hlaing Minn (ECS) (1 yr. term) (8/31/2016)
Susan Minkoff (NSM) (1 yr. term) (8/31/2016)

**CHAIR:** Karl Ho (EPPS) (8/31/2016)

**VICE CHAIR:** Richard Golden (BBS) (8/31/2016)

**REPLACEMENTS NEEDED**

- **Angela Lee (ATEC)- 2 year term (8/31/2017)**
- **Alexander Edsel (JSM) (8/31/2018)**
- **Richard Golden (BBS) - 1yr. term (8/31/2017)**
- **Victor Valcarcel (EPPS) - 1yr. term (8/31/2017)**
- **Paul Deignan (ECS) - 1yr. term (8/31/2017)**
- **Bing Lv (NSM) - 1yr. term (8/31/2017)**

**JONATHAN FROME (IS) (2 YR. TERM) (8/31/2017)**

**RICHARD GOLDEN (BBS) - 1YR. TERM (8/31/2017)**
Committee Name: Committee on Qualifications of Academic Personnel
Charge: Policy Memorandum UTDPP1031

Ex-Officio

Special Requirements:
Two from each school (with the exception of Interdisciplinary Studies) preferably at the rank of Professor – no one holding an administrative appointment above the rank of Department Head shall be eligible to serve 2-year terms, staggered.

Responsible University Official
Executive Vice President and Provost

Members Whose Terms are Continuing
Mohammad Ali Hooshyar (NSM) (8/31/2017)
Marilyn Waligore (AH) (8/31/2017)
Dong Li (EPPS) (8/31/2017)
Mike Rebello (ISOM) (8/31/2017)
Ramaswamy Chandrasekaran (ECS) (8/31/2017)
Herve Abdi (BBS) (8/31/2017)
Roger Malina (ATEC) (8/31/2017)
Paul Fishwick (ATEC) (8/31/2017)

Zygmunt J Haas (ECS) (8/31/2017)

Frank Dufour (ATEC) (8/31/2018)

Members Whose Terms Are Expiring
Li Zhang (NSM) (8/31/2016)
Kamran Kiasaleh (EC) (8/31/2016)
David Channell (AH) (8/31/2016)
Greg Dess (SOM) (8/31/2016)
John Hart (BBS) (8/31/2016)
Robert Lowry (EPPS) (8/31/2016)

Replacements Needed
Chuanwei Zhang (NSM) (8/31/2018)
Georgios Makris (ECS) (8/31/2018)
David Channell (AH) (8/31/2018)
Ozalp Ozer (JSM) (8/31/2018)
John Hart (BBS) (8/31/2018)
Robert Lowry (EPPS) (8/31/2018)

Chair: Mohammad Ali Hooshyar (NSM) (8/31/2017)
Vice Chair: Marilyn Waligore (AH) (8/31/2017)
COMMITTEE NAME: COMMITTEE ON STUDENT SCHOLARSHIPS

Charge: Policy Memorandum UTDPP1038

Senate Concurrent

EX-OFFICIO (WITH VOTE)

Dean of Graduate Studies
Dean of Undergraduate Education

EX-OFFICIO (WITHOUT VOTE)

Director of Financial Aid
Director of Endowment Services and Compliance
Director of the Office of International Education
Director of Institutional Scholarship Administration

RESPONSIBLE UNIVERSITY OFFICIAL

Associate Provost responsible for Scholarships

Abby Kratz

MEMBERS WHOSE TERMS ARE CONTINUING

Dennis Miller (NSM) (8/31/2017)
Frank Defour (ATEC) (8/31/2017)
Simeon Ntafos (ECS) (8/31/2017)
Carol Lanham (EPPS) (8/31/2017)
Marilyn Kaplan (SOM) (8/31/2017)
Shelley Lane (AH) (8/31/2017)

Monica Evans (ATEC) (8/31/2017)

John Gooch (AH) (8/31/2017)

MEMBERS WHOSE TERMS ARE EXPIRING

Dachang Cong (IS) (8/31/2016)
Melanie Spence (B) (8/31/2016)

REPLACEMENTS NEEDED

Tonja Wissinger (IS) (8/31/2018)

Melanie Spence (B) (8/31/2018)

Carol Lanham (EPPS) (8/31/2017)

Simeon Ntafos (ECS) (8/31/2017)
2016 - 2017

**COMMITTEE NAME:** LIBRARY COMMITTEE

Charge: Policy UTDPP1076

**EX-OFFICIO (WITHOUT VOTE)**

Dean of Libraries
Library General Administration (one member)

**RESPONSIBLE UNIVERSITY OFFICIAL**

Director of Library

**MEMBERS WHOSE TERMS ARE CONTINUING**

Susan Chizeck (I) (8/31/2017)
Richard Golden (BBS) (8/31/2017)
Dmitry Rachinskiy (NSM) (8/31/2017)
Jonas Bunte (EPPS) (8/31/2017)

**Dachang Cong (IS) (8/31/2017) <- Deceased**

Jessica Murphy (AH) (8/31/2017)
Josef Nguyen (ATEC) (8/31/2018)

Angela Lee (ATEC) (8/31/2017)
Maximilian Schich (ATEC) (8/31/2017)
Lawrence Chung (ECS) (8/31/2017)

**Members Whose Terms are Expiring**

**Faculty:**

Ben Wright (AH) (8/31/2017)
Robert Ackerman (BBS) (8/31/2017)
Nina Baranchuk (SOM) (8/31/2017)
Shalini Prasad (ECS) (8/31/2017)
Surya Janakiraman (SOM) (8/31/2017)
Sean Cotter (AH) (8/31/2016)
Kevin Siqueira (EPPS) (8/31/2016)
Mieczyslaw Dabkowski (NSM) (8/31/2016)

**Students:**

Megha Bhatnagar (Grad- JSM) (8/31/2018)
Tyler B Ortega (Sr.- JSM) (8/31/2018)

**Members Whose Terms are Continuing**

Maximilian Schich (ATEC) (8/31/2017)

8 voting members
2 Students, including one undergraduate and one graduate student
8 faculty – one from each School
8 Members, one from each school’s Library Acquisition Committee nominated by School Deans
2-year terms, staggered

**Chair:** Susan Chizeck (I) (8/31/2017)

**Vice Chair:** Jennifer Hudson (AH) (8/31/2016)
## Academic Program Review Committee

**Charge:** Policy Memorandum UTDPP1013

**Senate/University-Wide Committee**

### Ex-Officio

### Special Requirements:
- 6 Faculty members
- 4 Deans
- 2-year terms, renewable

### Responsible University Official

Executive Vice President and Provost- Nicole Piqero

### Members Whose Terms are Expiring

**Faculty:**
- R. Chandrasekaran (ECS) (8/31/2016)
- Kamran Kiasaleh (ECS) (8/31/2016)
- Dohyeogh Kim (EPPS) (8/31/2016)
- Linda Thibodeau (BBS) (8/31/2016)
- Shayla Holub (B) (8/31/2016)
- George McMechan (NSM) (8/31/2016)

**Deans: (Recommended by Inga)**
- George Fair (Dean, IS) (8/31/2016)
- Hasan Pirkul (Dean, SOM) (8/31/2016)
- Ellen Safley (Library) (8/16/2016)
- Dennis Kratz (AH) (8/31/2016)

**Chair:** Shayla Holub (B) (8/31/2016)
**Vice Chair:** R. Chandrasekaran (ECS)

### Replacements Needed

- Robert Wallace (ECS) (8/31/2018)
- Lynn Winstead (IS) (8/31/2018)
- Dohyogh Kim (EPPS) (8/31/2018)
- James Szot (JSOM) (8/31/2018)
- Jay Dowling (BBS) (8/31/2018)
- Mark Lee (NSM) (8/31/2018)

- Andrew Blanchard (Dean, UG) (8/31/2018)
- Bruce Novak (Dean, NSM) (8/31/2018)
- Denis Dean (Dean, EPPS) (8/31/2018)
- Dennis Kratz (Dean, AH) (8/31/2018)

- Jay Dowling (BBS) (8/31/2018)
- Robert Wallace (ECS) (8/31/2018)
COMMITTEE NAME: ADVISORY COMMITTEE TO THE UNIVERSITY BUDGET

Charge: Policy Memorandum UTDPP1084

2016 - 2017

EX-OFFICIO

Associate VP for Business Affairs

RESPONSIBLE UNIVERSITY OFFICIAL

Executive Vice President and Provost

SPECIAL REQUIREMENTS:

10 Faculty members
One voting member shall be appointed from the faculty of each School and two voting members shall be chosen from the faculty at large for special expertise or interest in institutional budgeting.

3-year terms, staggered

MEMBERS WHOSE TERMS ARE CONTINUING

FACULTY:
Richard Scotch (EPPS) (8/31/18)
Robert Serfling (NSM) (8/31/18)
Jay Dowling (BBS) (8/31/18)
Matt Brown (AH) (8/31/18) <-SFDA 2017
Rebecca Files (SOM) (8/31/2017)
Larry Overzet (ECS) (8/31/2017)
Ramachandran Natarajan (SOM) (8/31/2017)

FACULTY:
Mark Rosen (AH) (8/31/2018)

Members Whose Terms are Expiring

Monica Evans (ATEC) (8/31/2016)
Bob Glosser (NSM) (8/31/2016)
D.T. Huynh (ECS) (8/31/2016)

Lisa Bell (ATEC) (8/31/2019)
Bob Glosser (NSM) (8/31/2019)
D.T. Huynh (ECS) (8/31/2019)

Chair: Richard Scotch (EPPS)(2018)
Vice Chair: Robert Serfling (NSM) (8/31/18)

Richard Scotch (EPPS)(2018)
Robert Serfling (NSM) (8/31/18)
Committee Name: Information Security Advisory Committee

Charge: UTDPP 1099

Senate Concurrent

Ex-Officio
University Attorney

Responsible University Official
University Information Security Officer

Special Requirements:
7 Tenure Track Faculty members (3 of which have expertise in computer-security.
2 Security experts from Outside the University
1 Student Government member
1 Staff Council Member
2 year appointment

Members Whose Terms are Continuing

Faculty:
Ravi Prakash (ECS) (8/31/17)
Daniel Griffith (EPPS) (8/31/17)
Kevin Hamlen (ECS) (8/31/17)
Atanu Lahiri (JSOM) (8/31/17)
Scott V Swearingen (ATEC) (8/31/17)

Casey Johnson (ATEC) (8/31/2017)

Members Whose Terms are Expiring

Joe Izen (NSM) (8/31/2016)

Outside the University

Eric Mathews (Deputy CIO of City of Richardson, Alumni of UTD) (8/31/18)

Member of Student Government

TBD (8/31/2016)

Jason Waye (Soph- ECS) (8/31/17)

Staff Council

Daniel Calhoun (8/31/17)

Ravi Prakash (ECS) (8/31/17)

Vice Chair: Joe Izen (NSM) (8/31/2016)

Joe Izen (NSM) (8/31/18)

Replacements Needed

Joe Izen (NSM) (8/31/18)

No replacement needed

Chair: Ravi Prakash (ECS) (8/31/17)

Joe Izen (NSM) (8/31/18)
Committee Name: Academic Calendar Committee

Charge: Policy Memorandum UTDPP1011

Ex-Officio – with vote

- University Registrar and Director of Academic Records

Special Requirements:

- 10 Voting Members
  - 1 University Registrar and Director of Academic Records (w/vote)
  - 2 Administration
  - 3 Faculty
  - 2 Student Government
  - 2 Staff
  - All but Registrar appointed annually

- 1 year appointments

Responsible University Official

- Executive Vice President & Provost

Members Whose Terms are Expiring

Faculty:
- Kenneth Brewer (AH) (8/31/2016)
- Sherri Li (EPPS) (8/31/2016)
- Jennifer Holmes (EPPS) (8/31/2016)

Administration:
- Andrew Blanchard (8/31/2016)
- Blair Flicker (8/31/2016)

Students:
- Jessoca Meah (UG-BBS) (8/31/2016)
- Jake Colling (UG-SOM) (8/31/2016)

Staff:
- Megan Gray (8/31/2016)
- Sheila Rollerson (8/31/2016)

Replacements Needed

- Kenneth Brewer (AH) (8/31/2017)
- Eric Farrar (ATEC) (8/31/2017)
- Jennifer Holmes (EPPS) (8/31/2017)
- Jonathan Shueler (Sophmore-NSM)
- Badhrinath Santhanam (Grad-ECS) (8/31/2017)
- Andrew Blanchard (8/31/2017)
- Jennifer Holmes (EPPS) (8/31/2017)

Chair:
- Andrew Blanchard (8/31/2016)

Vice Chair:
- Jennifer Holmes (EPPS) (8/31/2016)
2016 - 2017

Committee Name: Campus Facilities Committee

Charge: Policy Memorandum UTDPP1025

Ex-Officio (without vote)

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
<th>Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Vice President and Provost</td>
<td></td>
<td></td>
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<tr>
<td>Vice President of Research</td>
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</tr>
<tr>
<td>Assistant Vice President of Environmental Health and Safety</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Director of Media Services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assistant Vice President of Auxiliary Services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Director of Networking and Telecommunication Services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff Council Member</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assoc. VP for Facilities Management</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Special Requirements:

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>No fewer than 10 voting members</td>
<td></td>
</tr>
<tr>
<td>Faculty</td>
<td>4</td>
</tr>
<tr>
<td>Deans</td>
<td>2</td>
</tr>
<tr>
<td>Student</td>
<td>1</td>
</tr>
<tr>
<td>Representative from Student Affairs</td>
<td>1</td>
</tr>
<tr>
<td>Dean of Library (with vote)</td>
<td>1</td>
</tr>
<tr>
<td>2-year terms, staggered</td>
<td></td>
</tr>
</tbody>
</table>

Responsible University Official

Vice President for Administration

Members Whose Terms are Continuing

Faculty

- Michele Hanlon (AH) (8/31/17)
- Ernest Hannig (NSM) (8/31/17)
- Dennis Kratz (AH & Dean) (8/31/17)

Library Representative

Ellen Safley (8/31/2016)

Staff Council (Ex-Officio)

Jay Jascott (8/31/2016)

Student Affairs Staff

Matt Grief (8/31/2016)

Members Whose Terms are Expiring

<table>
<thead>
<tr>
<th>Name</th>
<th>Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Denise Boots (EP)</td>
<td>8/31/2016</td>
</tr>
<tr>
<td>Eric Farrar (ATEC)</td>
<td>8/31/2016</td>
</tr>
<tr>
<td>Mark Spong (EC &amp; Dean)</td>
<td>8/31/2016</td>
</tr>
</tbody>
</table>

Request to add additional member

Student

Anupam Kumar (UG-ECS) (8/31/2016)

Chair: Denise Boots (EP) (8/31/2016)

Vice Chair: John Ferguson (NSM 8/31/2015)

Replacements Needed

<table>
<thead>
<tr>
<th>Name</th>
<th>Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Denise Boots (EP)</td>
<td>8/31/18</td>
</tr>
<tr>
<td>Christopher Camacho (ATEC)</td>
<td>8/31/18</td>
</tr>
<tr>
<td>Mark Spong (EC &amp; Dean)</td>
<td>8/31/18</td>
</tr>
<tr>
<td>Lucien Thompson (BBS)</td>
<td>8/31/2018</td>
</tr>
<tr>
<td>Jake Cruz (Sr. UG)</td>
<td>8/31/2017</td>
</tr>
</tbody>
</table>

Michele Hanlon (AH) (8/31/17)

Christopher Camacho (ATEC) (8/31/18)
2016 - 2017

**COMMITTEE NAME:** Commencement Committee

Charge: Policy Memorandum UTDPP1020

University-Wide Committee

**EX-OFFICIO (without vote)**

Assistant Vice President for Student Affairs
Director of University Events
Speaker of the Faculty (Vice Chair)
Dean of Graduate Studies
Dean of Undergraduate Education
Chief of Police
Associate Vice President for Facilities Management
Bookstore Manager
Coordinator of Student Health Services
Representative from Media Services
Representative from Alumni Services
University Registrar & Director of Academic Records
Special Events Coordinator

**SPECIAL REQUIREMENTS:**

2 Faculty
2 Student representatives (including the President of the Student Body
3-year terms

**RESPONSIBLE UNIVERSITY OFFICIAL**

Executive Vice President and Provost

**MEMBERS WHOSE TERMS ARE CONTINUING**

**FACULTY:**

Kathryn Evans (AH) (8/31/2017)

**MEMBERS WHOSE TERMS ARE EXPIRING**

**FACULTY:**

Bruce Jacobs (EPPS) (8/31/2016)

**STUDENTS:**

Caitlynn Fortner, SG President (8/31/2016)
Satya Yedurveda (G-JSOM) (8/31/2016)

**REPLACEMENTS NEEDED**

Francesca Filbey (BBS) (8/31/2019)

Akshitha Padigela, SG President (8/31/2017)
Ashitha Elizabeth Mathew (Sr. NSM) (8/31/2017)

**Chair:** Judy Barnes, Director of University Events

**Vice Chair:** Tim Redman, Speaker of Faculty Senate

**Chair:** Judy Barnes, Director of University Events

**Vice Chair:** Tim Redman, Speaker of Faculty Senate 2017
2016 - 2017

Committee Name: Committee on Parking and Transportation

Charge: Policy Memorandum UTDPP1030

Ex-Officio (without vote)

Chief of Police
Associate Vice President for Facilities Management or designee
Safety Officer
Director of Disability Services
Parking and Transportation Manager
Assoc. VP for Budget and Resource Planning

Special Requirements:

6 voting members
2 Faculty
1 Staff
2 Students
1 Staff Council
2-year terms

Responsible University Official & Chair
Vice President for Administration

Members Whose Terms are Continuing

Faculty:
Daniel Rajaratnam (JSOM) (8/31/2017)

Staff:
Dee Lambert (8/31/2016)

Staff Council:
Melissa Wyder (8/31/2016)

Members Whose Terms are Expiring

Faculty:
John Wiorkowski (M) (8/31/2016)

Students:
Brooke Knudtson (UG-EPPS) (8/31/2016)
Tyler Ortega (UG-JSOM) (8/31/2016)

Replacements Needed

Judd Bradbury (JSOM) (8/31/2018)

Akshitha Padigela (Sr.-UG-JSM) (8/31/2017)

Joseph Campain (Jr.-UG-NSM) (8/31/2017)
2016 - 2017

COMMITTEE NAME: COMMITTEE ON RESEARCH INVOLVING HUMAN SUBJECTS

Charge: Policy Memorandum UTDPP1035

University-Wide Committee

EX-OFFICIO (WITH VOTE)
Vice President for Research

RESPONSIBLE UNIVERSITY OFFICIAL
Vice President for Research

MEMBERS Whose Terms Are Continuing
FACULTY:
Bobby Alexander (EPPS) (8/31/2017)
Li Zhang (NSM) (8/31/2017)
Andrea Warner-Czyz (BBS) (8/31/2017)

MEMBERS Whose Terms Are Expiring
FACULTY:
Aage Møller (BBS) (8/31/2016)
Daniel Krawczyk (BBS) (8/31/2016)
Michael Rugg (BBS) (8/31/2016)
William Katz (BBS) (8/31/2016)
Elena Katok (SOM) (8/31/2016)

NON-SCIENCE REPRESENTATIVE
Shelby Hibbs (AH) (8/31/2017)

STAFF
James Cannici (8/31/2016)
Susie Milligan (8/31/2016)
Sanaz Okhovat (8/31/2016)
Kerry Tate (8/31/2016)

NON-UTD REPRESENTATIVES
Randal Boss (8/31/2016)
Judge Daniel Curran (8/31/2016)

STUDENT
Neha Singh (UG-BBS) (8/31/2016)

Chair: Aage Møller (BBS) (8/31/2016)
Vice Chair: Daniel Krawczyk (BBS) (8/31/2016)

SPECIAL REQUIREMENTS
No fewer than nine (9) members
1 off-campus representative
1 member whose primary expertise is in a
variety of professions
(See charge for more requirements)
2-year terms

REPLACEMENTS NEEDED
Aage Møller (BBS) (8/31/2018)
Daniel Krawczyk (BBS) (8/31/2018)
Ryan McMahan (ATEC) (8/31/2018)
Olivia Banner (ATEC) (8/31/2018)
Elena Katok (SOM) (8/31/2018)
Shelby Hibbs (AH) (8/31/2017)
(8/31/2018)
(8/31/2018)
(8/31/2018)
(8/31/2018)

Randal Boss (8/31/2017)
Judge Daniel Curran (8/31/2017)

ZACH LAIR (UG-JR.-BBS) (8/31/17)

Aage Møller (BBS) (8/31/2016)
Daniel Krawczyk (BBS) (8/31/2016)
2016 - 2017

Committee Name: Committee for the Support of Diversity and Equity

Charge: Policy Memorandum UTDPP1022

University-Wide Committee

Ex Officio

Responsible University Official
Vice President for Diversity and Community Engagement

Special Requirements
12 Faculty members (from each of the eight Schools)
3 Academic Administrators
8 Staff members
2-year terms

Members Whose Terms are Continuing

Faculty
Rashaunda Henerson (ECS) (8/31/2017)
Meghna Sabharwal (EPPS) (08/31/2017)
Kim Knight (ATEC) (08/31/2017)
Toyah Miller (JSOM) (08/31/2017)
Lloyd Dumas (EPPS) (08/31/2017)
Kimberly Hill (AH) (08/31/2017)
Orlando Richard (SOM) (08/31/2017)
Rym Zalila-Wenkstern (ECS) (08/31/2017)
Sabrina Starnman (AH) (08/31/2017)

Administration (Recommended by Inga)
Abby Kratz (8/31/2017)
Sherry Marek 8/31/2017
Eloise Square (8/31/2017)

Members Whose Terms are Expiring

Faculty
Mandy Maquire (BBS) (8/31/2016)
Jillian Round (ATEC) (8/31/2016)
Erin Smith (IS) (8/31/2016)

Staff
Melissa Palmer (8/31/2017)
Carrilaine Schneckner (8/31/2017)
Daniel Hernandez (8/31/2017)
Letitia Andrews (8/31/2017)
Jane Shipman (8/31/2017)
Yue (Selina) Gu (8/31/2017)
Jazzmyn Wilson (8/31/2017)
Annette Rogers (8/31/2017)

Chair: Rashaunda Henderson (ECS) (8/31/2017)

Vice Chair: Meghna Sabharwal (EPPS) (8/31/2017)

Replacements Needed

Mandy Maquire (BBS) (08/31/2018)
Jillian Round (ATEC) (08/31/2018)
Erin Smith (IS) (08/31/2018)

Rashaunda Henderson (ECS) (8/31/2017)
Meghna Sabharwal (EPPS) (8/31/2017)
2016 - 2017
Committee Name: Information Technology, Planning, and Policy Committee

Charge: Policy Memorandum UTDPP1003

Ex Officio (with vote)
Chief Information Security Officer

Responsible University Official
Vice President & Chief Information Officer

Staff
Sanaz Okhovat (Research Compliance) (8/31/2016)
Toni Stephens (Audit & Compliance) (8/31/2016)
Kim Laird (Administration) (8/31/2016)

Members Whose Terms are Continuing
Faculty
Edward Harpham (H & Dean) (8/31/2017)
Steven Billingslea (ATEC) (8/31/2017)
Young Ryu (JSOM) (8/31/2017)
Bart Rypma (BBS) (8/31/2017)

Members Whose Terms are Expiring
Faculty
Latifur Khan (ECS) (8/31/2016)
Michael Tiefelsdorf (EP) (8/31/2016)
Mark Spong (EC & Dean) (8/31/2016)

Staff Council
Jay Silber (8/31/2016)

Student Representatives (1 yr Term)
(Undergraduate Rep)

(Graduate Rep)

Chair: Edward Harpham (H & Dean) (8/31/2017)
Vice Chair: Steven Billingslea (ATEC) (8/31/2017)

Special Requirements
13 Voting Members
   (7 tenure-track faculty w/2 at position of Dean or above)
1 Staff – Office of Institutional Compliance
1 Staff – Academic Affairs
1 Staff Council
1 Staff – Office of VP for Research
1 Staff - Administration
1 Graduate Student (1 yr term)
1 Undergraduate Student (1 yr term)
Two-year terms

Replacements Needed

Carl Sechen (ECS) (8/31/2018)
Michael Tiefelsdorf (EP) (8/31/2018)
Mark Spong (EC & Dean) (8/31/2018)

Raviteja Lingineni (Jr.-UG-ECS) (8/31/2018)
Kevin Parag Desai (Grad-ECS) (8/31/2018)
Edward Harpham (H & Dean) (8/31/2017)
Elizabeth Boyd (ATEC) (8/31/2017)
2016 - 2017

Committee Name: Institutional Animal Care and Use Committee
Charge: Policy Memorandum UTDPP1014

Ex-Officio (with vote)
Associate Vice President for Research

Responsible University Official
Associate Vice President for Research

Staff
Larry Zacharias, Chief of Police
Kevin Mastin, Physical Plant Services

Special Requirements
No fewer than 6 (six) members
1 Member a Doctor of Veterinary Medicine
1 Community representative
1 Must be a practicing scientist experienced in research involving animals
1 Must be a person whose primary concerns are in a nonscientific area
3-year terms

Non-UTD Representatives
Tony Myers (8/31/2017)*
Egeenec Q. Daniels, DVM (8/31/2017)*
Bill Alsup (8/31/2017)*
(*not approved by the Senate)

Members Whose Terms are Continuing
Faculty
Lucien Thompson (B) (8/31/2018)
Gail Breen (NSM) (8/31/2017)
Kenneth Hoyt(ECS) (8/31/2018)
Theodore Price (BBS) (8/31/2018)
Shalini Prasad (8/31/2018)

Non-Science Representative
Matt Brown (AH) (8/31/2017)

Members Whose Terms are Expiring
Faculty
Li Zhang (NSM) (8/31/2016)

Chair: Lucien Thompson (BBS)(8/31/2018)
Vice Chair: Gail Breen (NSM) (8/31/2017)

Seth Hays (ECS) (8/31/2018)
Lucien Thompson (BBS)(8/31/2018)
Gail Breen (NSM) (8/31/2017)
Committee Name: Institutional Biosafety & Chemical Safety Committee
Charge: Policy Memorandum UTDPP1016

Ex-Officio
Vice President for Research
Environmental Health & Safety Director
Biosafety Officer

Special Requirements
No fewer than five members
2 (at least, and not less than 20% of membership) shall not be affiliated with the University
3-year terms
Chair – 2-year term and a member of the University Safety Council

Responsible University Official
Vice President for Administration

Members Whose Terms are Continuing

Faculty
John Burr (NSM) (8/31/2017)
Jon Ploski (BBS) (8/31/2018)
Lloyd Lumata (NSM) (8/31/18)
Jason Slinker (NSM) (8/31/18)
Lee Bulla (NSM) (8/31/18)
Heng Du (NSM) (8/31/18)

Non-UTD Members
Steve Dossett (8/31/2017)
Nancy Viamonte (8/31/2017)

Members Whose Terms are Expiring

Replacements Needed
Paul Pantano (NSM) (8/31/2016)
Manuel Quevedo-Lopez (ECS) (8/31/18)
Lloyd Lumata (NSM) (8/31/2018)
Manuel Quevedo-Lopez (ECS) (8/31/18)

Chair: Paul Pantano (NSM) (8/31/2016)
Vice Chair: Lloyd Lumata (NSM) (8/31/18)
EX-OFFICIO (WITH VOTE)

Dean of Graduate Studies
Vice President for Administration
Associate Vice President for Technology
Commercialization

RESPONSIBLE UNIVERSITY OFFICIAL

Vice President for Research

MEMBERS WHOSE TERMS ARE CONTINUING

Fang Qiu (EPPS) (8/31/2017)
Scot Gresham Lancaster (ATEC) (8/31/2017)
Banks Miller (EPPS) (8/31/2017)
Ray Baughman (NSM) (8/31/2017)
Viswanath Ramakrishna (NSM) (8/31/2017)
Lakshman Tamil (ECS) (8/31/2017)

NON-UTD REPRESENTATIVES

Daniel Chalker (8/31/2016)
Edwin Flores (8/31/2016)
Rob Miles (8/31/2016)

STAFF

Jay Silber (8/31/2016)

MEMBERS WHOSE TERMS ARE EXPIRING

Bill Frensley (ECS) (8/31/2016)

Chair: Fang Qiu (EPPS) (8/31/2017)
Vice Chair: Scot Gresham Lancaster (ATEC) (8/31/2017)

SPECIAL REQUIREMENTS

7 Voting members from among the voting faculty to provide broad representation of faculty research interests in the university. One voting member form the faculty will be Chair, one will be Vice Chair.

The President, at his or her discretion, may appoint up to three non-voting non-UT Dallas members to advise the voting members.

2-year terms, staggered

REPLACEMENTS NEEDED

Murray Leaf (EPPS) (8/31/2018)
Lakshman Tamil (ECS) (8/31/2017)
2016 - 2017

**COMMITTEE NAME:** RADIATION SAFETY COMMITTEE

**Charge:** Policy Memorandum UTDPP1032

**EX-OFFICIO (without vote)**

- University Environmental Health and Safety Director
- Vice President for Research

**STAFF**

Radiation Safety Officer, **Chair**

**RESPONSIBLE UNIVERSITY OFFICIAL**

Vice President for Administration

**MEMBERS WHOSE TERMS ARE CONTINUING**

- Dean Sherry (NSM) (8/31/2017)
- Kelli Palmer (NSM) (8/31/2017)
- Julia Chan (NSM) (8/31/2018)
- Zhenpeng Qin (ECS) (8/31/2018)

**MEMBERS WHOSE TERMS ARE EXPIRING**

- Stephen Spiro (NSM) (8/31/2016)

**CHAIR:** Kathy White, Radiation Safety Officer and University Safety Officer

**VICE CHAIR:** Stephen Spiro (N) (8/31/2016)

**SPECIAL REQUIREMENTS**

- At least three faculty members
- Radiation Safety Officer (Chair)
- 3-year terms

________________

**Stephen Spiro (NSM) (8/31/2018)**

________________

**Kathy White, Radiation Safety Officer and University Safety Officer**

________________

**STEPHEN SPIRO (NSM) (8/31/2018)**
2016 - 2017

**COMMITTEE NAME:** UNIVERSITY SAFETY AND SECURITY COUNCIL

Charge: Policy Memorandum UTDPP1036

**EX-OFFICIO**

Chief of Police
Assistant Vice President for Student Affairs and Dean of Students
Associate Vice President for Facilities Management
University Environmental Health and Safety Officer
Emergency Management Coordinator

**RESPONSIBLE UNIVERSITY OFFICIAL**

Vice President for Business Affairs

**MEMBERS WHOSE TERMS ARE CONTINUING**

**FACULTY**

Amy Walker (ECS) (8/31/2017)
Carol Cokely (BBS) (8/31/2017)

**STAFF**

Chad Thomas (8/31/2016) - Staff Council

**MEMBERS WHOSE TERMS ARE EXPIRING**

**FACULTY**

Robert Wallace (ECS) (8/31/2016)
John Worrall (EPPS) (8/31/2016)

**STUDENTS**

Grant Branam (UG-ATEC) (8/31/2016)
Brett Cease (G-EPPS) (8/31/2016)

**Co-Chair:** Amy Walker (ECS) (8/31/2017)
**Co-Chair:** Chad Thomas (8/31/2016)

**SPECIAL REQUIREMENTS**

- 4 members from faculty
- 6 members from staff
  - 1 Callier Center physical plant
  - 1 Worker’s Comp. Ins. Rep. from the Office of Environmental Health & Safety
  - 1 Science Laboratories
  - 1 ADA Compliance Officer
  - 1 Student Life (Disability Services)
  - 1 Staff Council

Chairs of the Following Committees:
- Campus Facilities
- Institutional Biosafety
- Parking and Security
- Radiation Safety

2 students – 1 undergraduate; 1 graduate
Co-Chairs: One Faculty Member, One Staff

2-year terms, staggered

**Replacements Needed**

Nasser Kehtarnavaz (ECS) (8/31/2018)
Alex Piquero (EPPS) (8/31/2018)
Christian A Filsouf (Jr.) (8/31/2017)
Kelsey Savage (Grad.) (8/31/2017)

Amy Walker (ECS) (8/31/2017)

(STAFF)
COMMITTEE NAME: STUDENT FEE ADVISORY COMMITTEE

Charges: UTDPP 1037

EX-OFFICIO (WITHOUT VOTE)
Assistant Vice President for Student Affairs and Student Affairs
Assistant Vice President for Student Affairs
Associate Vice President for Budget and Resource Planning

SPECIAL REQUIREMENTS
9 Voting Members
Including:
5 Students
(3 with two-year terms; 2 with one-year term)
2 Faculty
2 Staff
2-year terms
Committee elects Chair

RESPONSIBLE UNIVERSITY OFFICIAL
Vice President for Student Affairs

MEMBERS WHOSE TERMS ARE CONTINUING

FACULTY
None

STAFF
Lynn Butler (8/31/2016)
Melissa Wyder (8/31/2016)

Elise Smith (8/31/2018)
Johnathan White (8/31/2018)

MEMBERS WHOSE TERMS ARE EXPIRING

FACULTY
Kathryn Evans (AH) (8/31/2016)
Sean Cotter (AH) (8/31/2016)

Andrew Scot (ATEC) (8/31/2018)

STUDENTS
Grant Branam (UG) (8/31/2017) - 2 year
Brooke Knuton (UG) (8/31/2016) – 2 year
Aishwarya Ravin (UG) (8/31/2016) - 2 year
Caitlynn Fortner (UG) (8/31/2016) - 1 year
Pooshan Shah (UG) (8/31/2016) - 1 year

Kathryn Evans (AH) (8/31/2018)

Joseph Campain (UG) (08/31/2018)

Noah Mudd (Jr.-UG-ECS) (08/31/2018)

Akshitha Padigela (Sr.-UG-JSM) (08/31/2017)

Sairahul Saripella (Jr. UG – ECS) (08/31/2017)
EX-OFFICIO (WITH VOTE)

Dean of Graduate Studies
Vice President for Research, **Chair**

**RESPONSIBLE UNIVERSITY OFFICIAL**

Executive Vice President and Provost

**SPECIAL REQUIREMENTS**

8 tenured faculty at rank of full professor
Each school, except for Interdisciplinary Studies, should be represented
3-year terms

**MEMBERS WHOSE TERMS ARE CONTINUING**

Christine Dollaghan (BBS) (8/31/2017)
Thomas Riccio (AH) (8/31/2017)
Vijay Mookerjee (JSOM) (8/31/2018)
Dean Sherry (NSM) (8/31/2018)
Paul Fishwick (ATEC) (8/31/2018)
Todd Sandler (EP) (8/31/2018)

**MEMBERS WHOSE TERMS ARE EXPIRING**

Xinchou Lou (N) (8/31/2016)
Kamran Kiasaleh (EC) (8/31/2016)

**Replacements Needed**

Jason Slinker (NSM) (8/31/2019)
Stuart Cogan (ECS) (8/31/2019)

**Chair**: Bruce Gnade (VP for Research)

**Vice Chair**: Christine Dollaghan (B) (8/31/2017)

**Bruce Gnade (VP for Research)**

Paul Fishwick (ATEC) (8/31/2018)
2016 - 2017

**COMMITTEE NAME:** AUXILIARY SERVICES ADVISORY COMMITTEE

Charge: Policy Memorandum UTDPP1015 University-Wide Committee

<table>
<thead>
<tr>
<th>EX-OFFICIO (without vote)</th>
<th>SPECIAL REQUIREMENTS:</th>
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<tbody>
<tr>
<td>Assistant Vice President for Student Affairs and Dean of Students</td>
<td></td>
</tr>
<tr>
<td>Auxiliary Services Manager</td>
<td></td>
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<tr>
<td>Director of Food Services</td>
<td></td>
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<tr>
<td>Director of Student Union</td>
<td></td>
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<tr>
<td>UTD Bookstore Manager</td>
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<tr>
<td>7  Voting members</td>
<td></td>
</tr>
<tr>
<td>3  From faculty and staff</td>
<td></td>
</tr>
<tr>
<td>4  Students</td>
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</tr>
<tr>
<td>1-year term</td>
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<table>
<thead>
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<tbody>
<tr>
<td>Assistant Vice President for Auxiliary Service</td>
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<table>
<thead>
<tr>
<th>MEMBERS WHOSE TERMS ARE EXPIRING</th>
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</table>

**FACULTY:**
Enric Madriguera (AH) (8/31/2016)
Young-Jo Lee (EPS) (8/31/2016)

<table>
<thead>
<tr>
<th>STAFF:</th>
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Jayar Medlock (8/31/2016)

<table>
<thead>
<tr>
<th>STUDENTS:</th>
</tr>
</thead>
</table>
Hyung Jin Kim (UG) (8/31/2016)
Princepritkumar Modi (G) (8/31/2016)
Brooke Knudtson (UG) (8/31/2016)
Lillian Chen (UG) (8/31/2016)

<table>
<thead>
<tr>
<th>REPLACEMENTS NEEDED</th>
</tr>
</thead>
</table>
**FACULTY:**
Annelise Heinz (AH) (8/31/2017)
Young-Jo Lee (8/31/2017)

<table>
<thead>
<tr>
<th>STAFF:</th>
</tr>
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(8/31/2017)

<table>
<thead>
<tr>
<th>STUDENTS:</th>
</tr>
</thead>
</table>
Akshitha Padigela, SG President (8/31/2017)
Joseph Campain (SG VP) (8/31/2017)
Jake Cruz (Jr. UG) (8/31/2017)
John W Van Der Schans (Jr. UG-EPPS) (8/31/2017)
COMMITEE NAME: CAMPUS WELLNESS COMMITTEE

Charge: Policy Memorandum UTDPP1017

University-Wide Committee

RESPONSIBLE UNIVERSITY OFFICIAL
Vice President for Administration

Ex-Officio
The Coordinator of Fitness
2 members of Human Resources
1 member from the Office of Sustainability

SPECIAL REQUIREMENTS:

NO FEWER THAN 8 MEMBERS
3 FACULTY/ RETIREES
3 Staff
2 Wellness members
Chair and Vice Chair appointed by President
On the recommendation of Staff Council

** 2 year terms Staggered

MEMBERS WHOSE TERMS ARE EXPIRING

FACULTY:
Natalie Ring (AH) (8/31/2016)
Linda Keith (EPS) (8/31/2016)
Francesca Filbey (BBS) (8/31/2016)

STAFF:
April Floyd (8/31/2016)
Harriett (DeAnn) Hegi (8/31/2016)
Frances Branham (8/31/2016)
Sara Asberry (8/31/2016)

WELLNESS MANAGERS:
Deborah Hamlin (8/31/2016)

REPLACEMENTS NEEDED

CHRISTINE “XTINE” BURROUGH (ATEC) (8/31/2018)
EVGENIA GORINA (EPS) (8/31/2017)
JANET JOHNSON (ATEC) (8/31/2018)

CHAIR:
Staff Council appoints

Vice Chair: Deborah Hamlin (8/31/2016)
2016 - 2017

COMMITTEE NAME: UNIVERSITY SUSTAINABILITY COMMITTEE

Charge: Policy Memorandum UTDPP1078

SPECIAL REQUIREMENTS:

7 VOTING MEMBERS
3 Faculty
1 From NSM or ECS (alternating)
1 From EPPS, AH, or SOM (alternating)
1 Chair – tenured faculty actively concerned with sustainability research or teaching

* 1 year terms

MEMBERS WHOSE TERMS ARE EXPIRING
Lev Gelb (ECS) (8/31/2016)
Carolyn Reichert (SOM) (8/31/2016)
Doug Goodman (EPPS) (8/31/2016)

STAFF:
Craig Lewis (8/31/2016)

STUDENTS:
Rebecca Jin (UG) (8/31/2016)
Xuan (Sherry) Yang (UG) (8/31/2016)

CHAIR: Doug Goodman (EPS) (8/31/2016)
Vice Chair: Carolyn Reichert (SOM) (8/31/2016)

REPLACEMENTS NEEDED
Lev Gelb (ECS) (8/31/2017)
Carolyn Reichert (SOM) (8/31/2017)
Doug Goodman (EPPS) (8/31/2017)
Bret Cease (Graduate) (8/31/2017)
Joseph Campain (UG) (8/31/2017)

U-17
Committee Name: International Oversight Committee

Charge: Policy UTDPP1092

Ex-Officio (with vote)
Dean of Students
Associate Provost
Asst. Vice President for Procurement
Vice President for Communications
Vice President for Research

Special Requirements:
8 voting members appointed by President
Chair: Representative from the International Center Risk and Safety Office
2-year terms

Responsible University Official
Assistant Vice President for International Programs

Members Whose Terms are Continuing
Faculty:
NONE

Members Whose Terms are Expiring
Faculty:
Linda Keith (EPS) (8/31/2016)
Jennifer Holmes (EPPS) (8/31/2016)
Francesca Filbey (BBS) (8/31/2016)

Chair: Jennifer Holmes (EPPS) (8/31/2016)
Vice Chair: Abby Kratz (Ass. Provost)

Replacements Needed
Shyam Karrah (ECS) (8/31/2018)
Jennifer Holmes (EPPS) (8/31/2018)
Jackie Clark (BBS) (8/31/2018)

Jennifer Holmes (EPPS) (8/31/2018)
Abby Kratz (Associate Provost)
**Committee Name:** University Assessment Committee

**Charge:** Policy UTDPP1098
University Concurrent

**Term:** 2 year, renewable

### Special Requirements:
- One faculty members from each school
- 3 members from any of the Administration units
- 1 Undergraduate Student
- 1 Graduate Student

### Ex-Officio (Non-voting)
- Director of Assessment (Gloria Shenoy)
- Chair of the Committee on Effective Teaching or Chair’s Designee
- Center for Teaching and Learning Representative (Karen Huxtable)
- Asset Coordinator, Non-academic Coordinator and Core Curriculum Assessment (Michael Carriaga)
- A&H Assistant Dean for Assessment (Catherine Parsoneault)
- ECS Assistant Dean for Assessment (Mette Posamentier)

### Members Whose Terms are Continuing

**Faculty:**
- NA

### Members Whose Terms are Expiring

**Faculty:**
- A&H
- BBS
- NSM
- ECS
- EPPS
- JSOM
- ATEC
- IND

**Administrative Unit:**
- Representative #1: Josh Hammers (Director of Assessment, Student Affairs) (8/31/2018)

**Replacements Needed**

- Rene` Priento (AH) (8/31/2018)
- Shayla Holub (BBS) (8/31/2018)
- John Sibert (NSM) (8/31/2018)
- Shalini Prasad (ECS) (8/31/2018)
- Doug Goodman (EPPS) (8/31/2018)
- Kutsal Dogan (JSOM) (8/31/2018)
- Lisa Bell (ATEC) (8/31/2018)
- Tonja Wissinger (IS) (8/31/2018)
<table>
<thead>
<tr>
<th>Representative #2:</th>
<th>Debbie Montgomery (Library) (8/31/2018)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Representative #3:</td>
<td>Lauren DeCillis (Women’s Center, VP for Diversity and Community Engagement) (8/31/2018)</td>
</tr>
<tr>
<td>Students:</td>
<td></td>
</tr>
<tr>
<td>Undergraduate</td>
<td>Misty Manning (UG-Jr-NSM) (8/31/2018)</td>
</tr>
<tr>
<td>Graduate</td>
<td>Brittany Boyer (Grad-BBS) (8/31/2018)</td>
</tr>
<tr>
<td>Chair:</td>
<td>NA</td>
</tr>
<tr>
<td>Vice Chair:</td>
<td>NA</td>
</tr>
<tr>
<td></td>
<td>Josh Hammers (Director of Assessment, Student Affairs) (8/31/2018)</td>
</tr>
</tbody>
</table>
Item 12:
April 2016
Faculty Senate Caucus 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 CAUCUS MEETING**

April 20, 2016

**Present:** Robert Ackerman, Frank Anderson, Poras Balsara, Karen Baynham, Lisa Bell, Dinesh Bhatia, Patrick Brandt, Gail Breen, Thomas Brikowski, R. Chandrasekaran, Nadine Connell, David Cordell, Ovidiu Daescu, Chris Davis, Vladimir Dragovic, Frank Dufourr, Monica Evans, Eric Farrar, Lev Gelb, Julie Haworth, Bill Hefley, Annelise Heinz, Kimberly Hill, Jennifer Holmes, Ali Hooshyar, Dung T. Huynhm, Joe Izen, Dohyeong Kim, Murray Leaf, Raiv Prakash, Viswanath Ramakrishna, Michael Rebello, Tim Redman, Christopher Ryan, Mohammad Saquib, Richard Scotch, Tres Thompson, Subbarayan Venkatesan, Jeremy Vickers, Shilyh Warren, Tonja Wissinger,

**Absent:** Naofal Al-Dhahir, Kurt Beron, Judd Bradbury, Mathew Brown, John Burr, Mieczyslaw Dabkowski, Greg Dess, Gregg Dieckmann, Todd Fechter, Bernard Ganglmaier, Nicolas Gans, Gopal Gupta, Dorthee Honhon, Mustapha Ishak-Boushaki, Carie Lambert, Michele Lockhart, B.P.S. Murthi, Ramachandran Natarajan, Simeon Ntafos, Betsy Schlobohm, Sabrina Starnaman, Michael Tiefelsdorf, Murat Torlak, Alejandro Zentner,

**Visitors:** None

1. **Call to Order, Introduction of Senate Members**
   Speaker Redman called the meeting to order at 1:03 PM. The Senators-elect introduced themselves. Speaker Redman noted that David Cordell is the Elected Secretary of the Senate and Christina McGowan is the Staff Secretary for the Senate.

2. **Description of Agenda: Election and Setting Priorities**
   Speaker Redman described the purpose of the meeting. It is to elect the Speaker, the Secretary, and the Academic Council, and to set the priorities for the 2016-2017 year.

3. **Description of Officers duties, and Academic Council**
   Speaker Redman gave a summary of Former Speaker Murray Leaf’s report from the April 2014 Caucus.
   
   There are two dominant types of Faculty Senate models in the United States. The first is that the faculty is advisory. The Senate is advisory to the administration; the senate committees are advisory to the Senate and so forth. The other is the Shared Governance model. In the shared governance model, faculty and administration share responsibility for policy development. The Faculty Senate handles the academic side, while administration handles the administrative side—although each in consultation with the other. The UTD Senate is based on the idea of shared governance. The Senate itself is the policy making body for the faculty, subject to being over-ruled by the entire faculty if they hold a meeting. The committees of the Senate are executive committees. The Senate makes the policy, the committees interpret the policies of the senate for their respective concerned administrators. The administrators carry out the policies. We seem quite clearly to be widely recognized as the best example of shared governance in Texas, although at UT Austin there is also very substantial faculty autonomy and responsibility at the departmental level.
The ‘Speaker’ is not the chair of the Senate. The actual chair of the Senate is the President of the University. In the absence of the president and provost, the speaker will chair the meeting, but otherwise, what you will generally see is that the President chairs the meetings. The Speaker is also the ex officio chair of the Committee on Committees. The Committee on Committees is appointed each year by the Academic Council. The Speaker is also an ex officio member on five other committees. The Speaker and Secretary are members of the UT system Faculty Advisory Council. The Speaker, Secretary, or designate are representatives of UTD in the Texas Council of Faculty Senates. The Senate has a Faculty Liaison with Student Government. The Speaker is responsible for the liaison. The Speaker serves on the Safety and Security Council and the Handbook of Operating Procedures Committee. Members of this committee cannot out-vote the Speaker on matters of academic policy. The Senate bylaws have been amended to add two new positions to the Senate, two Vice-Speakers to assist the Speaker in his duties. The Vice Speakers are appointed by the Speaker.

The Secretary is responsible for communication within the Senate organization. This includes responsibility for the minutes. The Secretary is the chair of the Senate Election committee. The Secretary supervises the corresponding staff secretary. Like the Speaker, the Secretary acts as the Faculty’s representative at the Faculty Advisory Council and the Texas Council of Faculty Senates.

The Academic Council is the Agenda Committee for the Senate; it is NOT an executive committee. The Council does not make decisions in place of the Senate. The Senate is the policy making body. The Council is representative of the Senate members. The members serve as back up for the Speakers and/or Secretary if needed at FAC or on some committees. They appoint the Committee on Committees. They will vote on some replacements for Committee appointments when Senate approval is not required.

4. Votes on officers:
According to the Senate Bylaws, the Speaker and Secretary are elected separately from the Council members. Speaker Redman called for nominations for Speaker of Faculty Senate. Richard Scotch nominated Tim Redman. He accepted. There were no other nominations. Speaker Redman requested further nominations. There were no other nominations. Nominations were closed. Richard moved to elect Tim Redman by acclamation. Tim Redman was re-elected by acclamation. Speaker Redman reappointed Murray Leaf and Richard Scotch as Vice Speakers.

Speaker Redman called for nomination for Secretary of Faculty Senate. Ravi Prakash nominated David Cordell. David Cordell accepted the nomination. Speaker Redman requested further nominations. There were no other nominations. Nominations were closed. Ravi moved to elect David Cordell by acclamation. David Cordell was re-elected by acclamation.

Speaker Redman opened the floor to nominations for Academic Council.
R. Chandrasekaran nominated Dinesh Bhatia as the ECS representative. Eric Farrar nominated Frank Dufour as the ATEC representative. Vladimir Dragovic nominated Viswanath Ramakrishna as the representative for NSM. Ravi Prakash nominated R. Chandrasekaran. He declined the nomination. Ravi Prakash nominated Joe Izen as the NSM representative. Gail Breen nominated Tres Thompson as the BBS representative. Chris Ryan nominated Betsy Schlobohm as the A&H representative. Tres Thompson nominated Gail Breen as a representative for NSM. Murray Leaf nominated Jennifer Holmes as a representative for EPPS. David Cordell nominated Bill Hefley as a representative for JSOM. Viswanath Ramakrishna nominated Ali Hooshyar as a representative for NSM. Speaker Redman requested further nominations. There were no other nominations. Nominations were closed. The caucus was instructed to vote for six members.
5. **Priorities for 2016-17:**

The agenda packet included a review of priorities that were set by Caucus in 2015. After discussion within the Caucus, additional items for 2016-17 include the following:

- The review of faculty salary conversion and inversion is ongoing. The finding of the review will be discussed in May, and they hope to present a resolution either at the May or August Senate meeting. Betsy Schlobohm suggested that non-tenure system faculty salary also be reviewed.
- The “family and child” issues on campus have begun to be addressed. Changing tables are being considered being added to all major buildings on campus.
- Continue addressing Intellectual Property concerns.
- Address on going space issues, including the needs of classrooms, labs, and housing.
- Continue increasing cross school curriculum cooperation. The CEP committee made a good step, but it must continue.
- Campus Safety and Security Council is now meeting, and are working on the on going issues.
- Encourage a greater faculty role in major decision making on campus. This includes faculty representation of search committees as well as on the design of new buildings and classrooms.
- Address Faculty representation in the office of Audit and Compliance, specifically Title IX.

6. **Summer meeting Schedule:**

The new Academic Council members were invited to the May 4, 2016 Council meeting. The new Council will begin at the June 1, 2019 at 1 PM meeting. At that meeting, the Committee on Committees will be appointed. There will not be a June or July Senate meeting, nor a July Council meeting. The regular meeting schedule will resume on August 3, 2016 at 1 PM.

7. **Announcement of New Academic Council:**

Frank Dufourr (ATEC), Jennifer Holmes (EPPS), Ravi Prakash (ECS), Betsy Schlobohm (AH), Tres Thompson (BBS), Gail Breen (NSM), Joe Izen, (NSM), Bill Hefley (JSOM) were elected to the 2016-2017 Academic Council. The order of the other votes will be kept in case a replacement is needed.

There being no further business, Speaker Redman adjourned the meeting at 1:50 pm.

**APPROVED: ___________________________ DATE: _____________**

Tim Redman  
Speaker of the Academic Senate
Item 13:
Discussion on Campus Carry
The Faculty Senate passed a resolution originally on March 20, 2013, and then approved again on February 18, 2015.

“The University of Texas at Dallas Faculty Senate believes that the carrying of firearms on campus by anyone other than law enforcement officers is detrimental to the safety and security of all on campus.”
Item 14:
Academic Senate Resolution on Salary Compression and Inversion
Draft Academic Senate Resolution on Salary Compression and Inversion

Whereas the Senate Budget Advisory Committee has conducted an analysis of salaries of tenured/tenure-track faculty at the University of Texas at Dallas, the results of which suggest the persistence of faculty salary compression and inversion across ranks in much of the University; and

Whereas salary compression and inversion may have adverse effects on faculty morale and retention;

The Academic Senate hereby urges the school deans and the senior university leadership to take steps to reduce salary compression and inversion by allocating significant funds in the coming years to enhance faculty salary equity.

I. Procedures:

Using the salary analysis from 2012, we update the findings from the original analysis with data from 2016. The data set provided by the Office of Strategic Planning and Analysis includes the names of all professors at UTD, their nine-month academic salaries, tenure status, school in which they teach, and the date of their initial hire.

The key question we answer is whether compression and/or inversion of tenure/tenure-track faculty salaries is present at UTD and, if so, to what extent this exists and which units are involved. Salary compression and inversion arise due to external market conditions in hiring, combined with internal decisions and other exacerbating conditions. Salary compression occurs when the differential between junior and more senior faculty salaries is relatively small when still positive or alternatively is actually negative with any magnitude. The latter extreme is called salary inversion. The possibility of compression or inversion is investigated by comparing salaries both across ranks and within ranks. Because salary scales differ across disciplines, it is important to look at this separately within UTD schools and, if possible, separately within departments or programs.

We explore the issue of compression/inversion by addressing the following question: Is there substantial overlap among Assistant, Associate, or Full Professor salaries? We address this question by comparing salaries across ranks. For example, are the middle halves of these groups separated and following an increasing order?

If there is no compression or inversion, average salary should increase with years at UTD to keep apace with inflation and market levels, and also average salary should increase with rank. If, on the other hand, average salary versus years remains constant or decreases, or if there is substantial overlap among ranks, or if average salary follows a decreasing order as rank increases, then compression is present. In extreme cases, there is inversion.
## Results:

<table>
<thead>
<tr>
<th>School</th>
<th>Compression/Inversion 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Across Ranks</td>
</tr>
<tr>
<td>A&amp;H</td>
<td>No</td>
</tr>
<tr>
<td>ATEC</td>
<td>No</td>
</tr>
<tr>
<td>BBS</td>
<td>Yes</td>
</tr>
<tr>
<td>ECS</td>
<td>No</td>
</tr>
<tr>
<td>EPPS</td>
<td>Yes</td>
</tr>
<tr>
<td>NSM</td>
<td>Yes</td>
</tr>
<tr>
<td>SOM</td>
<td>Yes</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>School</th>
<th>Compression/Inversion 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Across Ranks</td>
</tr>
<tr>
<td>A&amp;H</td>
<td>No</td>
</tr>
<tr>
<td>BBS</td>
<td>Yes</td>
</tr>
<tr>
<td>ECS</td>
<td>No</td>
</tr>
<tr>
<td>EPPS</td>
<td>Yes</td>
</tr>
<tr>
<td>JSOM</td>
<td>Yes</td>
</tr>
<tr>
<td>NSM</td>
<td>Yes</td>
</tr>
</tbody>
</table>
III. Comments:

In the 2012 analysis, three schools did not exhibit compression/inversion: A&H, ECS, and EPPS. In A&H, there was no compression/inversion across ranks and within the Assistant Professor rank; within the Associate and Full Professor ranks, there was evidence of compression/inversion. Likewise, in ECS, across ranks and within the Assistant Professor rank, there was no evidence of compression/inversion, but there was compression/inversion within Associate and Full Professor ranks. The Associate Professor rank in EPPS was the only rank in which there was no compression/inversion.

Comparing the results of the 2016 analysis with the 2012 analysis, it can be seen that A&H still shows no compression/inversion across ranks, but there is not enough data to determine if there is no compression/inversion within the Assistant Professor rank, as was the case in the 2012 analysis. Within EPPS, there is now an absence of compression/inversion within the Assistant Professor and Associate Professor ranks, whereas only the Associate Professor rank in EPPS exhibited an absence of compression/inversion in the 2012 analysis.

There is no change within BBS, ECS, NSM and JSOM (compared to SOM in 2016). Looking at ATEC alone, a recent addition to UTD, we only see a lack of compression/inversion across ranks, but not within the Associate and Full Professor ranks (there is not enough data to assess the Assistant Professor rank).
I. Overview:

Scatterplot of salary vs years, all ranks and schools
Scatterplot of salary vs years, by school and rank

Panel variables: school, rank
Boxplot of salary, by school and rank

salary

rank

school

Assistant Professor
Assistant

Assistant

Assistant

Assistant

Assistant

Assistant

Assistant

Assistant

Assistant

AH
ATEC
BBS
ECS
EPPS
IS
NSM
SOM
Scatterplot of salary vs years, by school and rank

Panel variables: school, rank
Scatterplot of salary vs years, by rank

Assistant

Associate

Full

Panel variable: rank
Boxplot of salary, Full Professors, by range of years at UTD

<table>
<thead>
<tr>
<th>School</th>
<th>A&amp;H</th>
<th>ATEC</th>
<th>BBS</th>
<th>ECS</th>
<th>EPPS</th>
<th>NSM</th>
<th>SOM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Count</td>
<td>45</td>
<td>21</td>
<td>55</td>
<td>145</td>
<td>61</td>
<td>111</td>
<td>101</td>
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II. A&H:

<table>
<thead>
<tr>
<th>Rank</th>
<th>Assistant</th>
<th>Associate</th>
<th>Full</th>
</tr>
</thead>
<tbody>
<tr>
<td>A&amp;H Count</td>
<td>4</td>
<td>17</td>
<td>24</td>
</tr>
</tbody>
</table>
Scatterplot of salary, Associate Professors in A&H, by range of years at UTD

1 to 7 years

8 to 14 years

15+ years

Panel variable: group_Associate
Scatterplot of salary, Full Professors in A&H, by range of years at UTD

1 to 7 years

8 to 14 years

15+ years

Panel variable: group_Full
Boxplot of salary_Associate, A&H, by range of years at UTD
Boxplot of salary_Full, A&H, by range of years at UTD

salary_Full

1 to 7 years
8 to 14 years
15+ years

80,000
100,000
120,000
140,000
160,000
III. BBS:

<table>
<thead>
<tr>
<th>Rank</th>
<th>Assistant</th>
<th>Associate</th>
<th>Full</th>
</tr>
</thead>
<tbody>
<tr>
<td>BBS Count</td>
<td>12</td>
<td>15</td>
<td>28</td>
</tr>
</tbody>
</table>
Scatterplot of salary, Associate Professors in BBS, by range of years at UTD

Panel variable: group_Associate
Scatterplot of salary, Full Professors in BBS, by range of years at UTD

Panel variable: group_Full
IV. ECS:

<table>
<thead>
<tr>
<th>Rank</th>
<th>Assistant</th>
<th>Associate</th>
<th>Full</th>
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</thead>
<tbody>
<tr>
<td>ECS Count</td>
<td>36</td>
<td>31</td>
<td>77</td>
</tr>
</tbody>
</table>
Scatterplot of salary, Associate Professors in ECS, by range of years at UTD

Panel variable: group_Associate
Fitted line plot, ECS Full Professors, salary vs years at UTD

- salary
- 95% CI
- Fitted values
Scatterplot of salary, Full Professors in ECS, by range of years at UTD

1 to 7 years

8 to 14 years

15+ years

Panel variable: group_Full
Boxplot of salary_Assistant, ECS, by range of years at UTD

salaries_Assistant

110,000
105,000
100,000
95,000
90,000

1 to 3 years
4 to 9 years

group_Assistant
V. EPPS:

<table>
<thead>
<tr>
<th>Rank</th>
<th>Assistant</th>
<th>Associate</th>
<th>Full</th>
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<tr>
<td>EPPS Count</td>
<td>9</td>
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<td>31</td>
</tr>
</tbody>
</table>

Boxplot of salary, EPPS, by rank
Scatterplot of salary, Associate Professors in EPPS, by range of years at UTD

Panel Variable: group_Associate
Fitted line plot, EPPS Full Professors, salary vs years at UTD

salary_Full

years_Full

- salary
- 95% CI
- Fitted values
Scatterplot of salary, Full Professors in EPPS, by range of years at UTD

1 to 7 years

8 to 14 years

15+ years

Panel variable: group_Full
Boxplot of salary_Full, EPPS, by range of years at UTD

salary_Full

1 to 7 years  8 to 14 years  15+ years

group_Full
VI. SOM:

Boxplot of salary, SOM, by rank

<table>
<thead>
<tr>
<th>Rank</th>
<th>Assistant</th>
<th>Associate</th>
<th>Full</th>
</tr>
</thead>
<tbody>
<tr>
<td>SOM Count</td>
<td>30</td>
<td>32</td>
<td>39</td>
</tr>
</tbody>
</table>
Fitted line plot, SOM Associate Professors, salary vs years at UTD

- salary
- 95% CI
- Fitted values
Scatterplot of salary, Associate Professors in SOM, by range of years at UTD

1 to 7 years

8 to 14 years

15+ years

Panel variable: group_Associate
Scatterplot of salary, Full Professors in SOM, by range of years at UTD

1 to 7 years

8 to 14 years

15+ years

Panel variable: group_Full
Boxplot of salary_Assistant, SOM, by range of years at UTD
Boxplot of salary_Full, SOM, by range of years at UTD

salary_Full

150000 200000 250000 300000 350000

1 to 7 years 8 to 14 years 15+ years

group_Full
VII. NSM:

Boxplot of salary, NSM, by rank

<table>
<thead>
<tr>
<th>Rank</th>
<th>Assistant</th>
<th>Associate</th>
<th>Full</th>
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</thead>
<tbody>
<tr>
<td>NSM Count</td>
<td>35</td>
<td>28</td>
<td>48</td>
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</tbody>
</table>
Scatterplot of salary, Associate Professors in NSM, by range of years at UTD

Panel variable: group_Associate
Scatterplot of salary, Full Professors in NSM, by range of years at UTD

1 to 7 years

8 to 14 years

15+ years

Panel variable: group_Full
Boxplot of salary_Assistant, NSM, by range of years at UTD
VIII. ATEC:

<table>
<thead>
<tr>
<th>Rank</th>
<th>Assistant</th>
<th>Associate</th>
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</thead>
<tbody>
<tr>
<td>ATEC Count</td>
<td>8</td>
<td>11</td>
<td>2</td>
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</table>
Scatterplot of salary, Associate Professors in ATEC, by range of years at UTD

1 to 7 years

8 to 14 years

Panel variable: group_Associate
Boxplot of salary_Assistant, ATEC, by range of years at UTD

salary_Assistant

90,000
85,000
80,000
75,000

1 to 3 years
4 to 9 years

group_Assistant
Salary Compression and Inversion at UTD

(by Robert Serfling, December 2012)

This analysis is based on the spreadsheet provided to the UTD Senate Budget Advisory Committee by Dr. Redlinger, October 2012. The spreadsheet provides for each t/tt faculty at UTD the school, the rank, the AY 2012-2013 salary, and the year of appointment.

The key issue is whether compression and/or inversion of t/tt faculty salaries is present at UTD and, if so, to what extent this exists and which units are involved.

Salary compression and inversion arise due to external market conditions in hiring, combined with internal decisions and other exacerbating conditions. Salary compression occurs when the differential between junior and more senior faculty salaries is relatively small when still positive or alternatively is actually negative with any magnitude. The latter extreme is called salary inversion. The possibility of compression or inversion is investigated by comparing salaries both across ranks and within ranks. Because salary scales differ across disciplines, it is important to look at this separately within UTD schools and, if possible, separately within departments or programs.

With the given data set, one can look at this globally over UTD and separately within schools. To look at it at department or program levels, one would need to augment the given data set with the department or program information for each faculty member. This is highly desirable but is deferred to a later study.

We may explore the issue of compression/inversion by addressing two questions:

- Is there substantial overlap among Assistant, Associate, or Full Professor salaries?
  - Method: compare salaries across ranks. For example, are the middle halves of these groups separated and following an increasing order?

- Does salary, on the average, decrease with years at UTD? That is, are the salaries of new (1-3 years) Assistant Professors higher on average than for the less recent (4-6 years) Assistant Professors? How do the salaries of Associate Professors with 1-6 years at UTD, 7-14 years at UTD, and 15+ years at UTD compare on average? How do the salaries of Full Professors with 1-6 years at UTD, 7-14 years at UTD, and 15+ years at UTD compare on average?
  - Method: examine linear regressions of salary versus years at UTD. Is the slope of this line positive, constant, or negative?

If there is no compression or inversion, average salary should increase with years at UTD to keep apace with inflation and market levels, and also average salary should increase with rank. If, on the other hand, average salary versus years remains constant or decreases, or if there is substantial overlap among ranks, or if average salary follows a decreasing order as rank increases, then compression is present. In extreme cases, there is inversion.
With these perspectives in mind, the given data set was explored. For purposes of analysis, a few cases with incomplete information were eliminated. Also eliminated were 2 Assistant Professors with 15 and 22 years at UTD, whose roles at UTD are different from the usual t/tt Assistant Professors, who leave this rank after 6 or so years.

This report provides:
- An overview of salary compression at UTD looking at all faculty combined,
- Separate studies of salary compression in each of the schools A&H, BBS, ECS, EPPS, JSOM, and NSM, and
- A concluding summary of the findings, with comments.

The findings are provided objectively without opinions about causes, without evaluative characterizations, and without recommendations for policy actions. All of that is for others to pursue.

Methods of the data analysis consist primarily of 1) regressions of salary versus years at UTD, by school and rank, and 2) boxplot comparisons of salary, by school, by rank, and within ranks by years at UTD. We note that regression methods are sensitive to outliers, while boxplots by design are not. It is advantageous to use both approaches together.

**OVERVIEW**

A first look at the entire data set (after these eliminations) shows lots of scatter but nevertheless clear indication that average salary is not increasing as years at UTD increase.
The next plot repeats the preceding plot with the addition of the fitted linear regression equation and 95% confidence bands for the “true” linear regression line.

![Fitted Line Plot, All Ranks and Schools](image)

This plot indicates that overall, on the average, salaries do not increase with years, a clear indication of the presence of compression. However, there is a great deal of scatter due to differences across ranks and across schools. To eliminate this source of variation and obtain a more useful perception regarding compression, we look at salary versus years by ranks, by schools, and, in finer detail, by schools and ranks.

**Interpreting the negative slope in the above regression line.** Given that individual salaries invariably increase with years at UTD, it is at first counterintuitive that the slope of the line in the above plot can be negative. Indeed, this is symptomatic of the presence of compression/inversion. If there were no compression or inversion, and if all salaries for a given rank started at the same baseline, then we would see a positive slope in the above line. The negative slope results when, in fact, the baselines for a given rank are increasing with new hires and there is no adjustment of baselines for existing faculty.
Another way to view the compression across and within ranks is via a plot of the average salary by rank and years at UTD:

For Associate Professors and Full Professors, average salary is generally decreasing with years at UTD. For Assistant Professors, the same pattern holds except for an anomalous group in the range 7-9 years at UTD.

The above plot clearly shows compression of average salary within ranks at UTD. Further, the proximity of the three line plots of averages suggests that there is considerable overlap of the distributions of salary within the ranks, which corresponds to salary compression across ranks. The latter will be shown in other ways in what follows in this report.

The next display employs “boxplots” for visual comparisons across ranks and across schools.

Interpreting boxplots. For a given boxplot, the top of the box marks the 3rd quartile, the horizontal line inside the box marks the median (2nd quartile), and the bottom of the box marks the 1st quartile. The vertical distance between the top and bottom of the box is the interquartile range (IQR). In short, the box tells the location (median) and spread (IQR) of the middle half of the given data set. Lines above and below the box extend to the farthest points that may be regarded as nonoutliers. Asterisks mark data points regarded as outliers lying relatively far afield of the main body of the data.
The above display shows that the middle halves of the Assistant and Associate Professor ranks at UTD virtually coincide. *This represents substantial compression with also presence of inversion.* However, the apparent differences are confounded with the variation in salary scales across schools. Hence later we look at this separately by school.

The following display shows the aforementioned variation of salary scales across schools. *We later eliminate this factor by making comparisons separately within schools.*
Next we provide two quick overviews of salary by school and rank. The first shows scatterplots for salary versus years, the second boxplots of salary.

Before commenting on these two overview plots, we first create more suitable versions by dropping the IS and UGE schools, whose combined total of 5 faculty is insufficient data for analyses by schools. The above plots then become replaced as follows.
It is roughly clear from the above scatterplot panels that the decreasing slope in the fitted line plot for salary versus years at UTD seen earlier for all schools and ranks combined is also a pattern within schools and ranks. We examine these panels separately later.
The above display shows for each school the interplay among the middle halves of Assistant, Associate, and Full Professor salaries. Findings:

- **A&H.** The Assistant, Associate, and Full Professor middle halves are all separated and follow increasing order, as desired.

- **BBS.** The Assistant and Associate Professor middle halves lie below the Full Professor middle half but themselves overlap substantially. This indicates substantial compression and inversion, the Associate Professor rank being seriously impacted.

- **ECS.** The Assistant, Associate, and Full Professor middle halves are all separated and follow increasing order, as desired.

- **EPPS.** The Assistant and Associate Professor middle halves both fall below the Full Professor middle half but themselves overlap substantially, with the Associate Professor middle half falling completely within the upper part of the Assistant Professor middle half. This indicates substantial compression and inversion, the Associate Professor rank being seriously impacted.

- **JSOM.** The Associate Professor middle half falls below the Full Professor middle half but falls completely within the Assistant Professor middle half. Further, the Assistant Professor middle half overlaps with the Full Professor middle half, even when the Associate Professor group does not. This indicates striking compression and inversion, with both the Associate and Full Professor ranks being seriously impacted.

- **NSM.** Although the Assistant and Associate Professor middle halves both fall below the Full Professor middle half, the Assistant Professor middle half falls in the middle of the Associate Professor middle half. This indicates striking compression and inversion, with the Associate Professor rank being seriously impacted.
Apart from the above findings based on comparisons *across ranks*, we also look *within ranks*. The following two scatterplots show, for all three ranks at UTD, that average salary decreases as years at UTD increases, indicating *compression and inversion within each rank*.

For the *Associate and Full Professor ranks*, we examine these panels more closely, with 95% confidence bands included, as follows.
The overall findings of compression and inversion within the Associate and Full Professor ranks indicated by the preceding two plots are confounded by school-to-school variation. Later we look at similar plots within schools.

For investigation of compression and inversion within the Assistant Professor rank, with years at UTD of relatively short duration (see dotplot below), it is more effective to compare the two subgroups for years 1-3 and 4-9 using boxplots. This will be carried out later.
Next we use boxplots for comparisons *within ranks*, starting with all *Assistant Professors* at UTD.

![Boxplot of salary, Assistant Professors, by range of years](image)

It is evident that the median salary for Assistant Professors in years at UTD 1 to 3 is considerably higher than for those in years 4 to 9. Also, the 1st quartile for the recently hired group is substantially higher for the recently hired group, although the reverse is true for the 3rd quartiles.

*This indicates serious salary compression within the Assistant Professor rank at UTD.*

Of course, later this also will be examined separately within schools.
Next we compare *Associate Professors* across the three subgroups of years at UTD 1 to 7, 8-14, and 15+, and likewise we compare Full Professors across the same subgroups.

It is seen from the above display that, for Associate Professors, the median salary for years at UTD 1 to 7 is a bit higher than the median salary for years at UTD 8 to 14, which in turn is considerably greater than the median salary for years at UTD 15+. The same statement holds for the 1st quartiles. Particularly relevant is the comparison between the first and second subgroups, since the third group is unlikely to be promoted to Full Professor and plays a different type of role at UTD.

*Focusing on the comparison between the years at UTD 1 to 7 and years at UTD 8 to 14 subgroups, it is evident that there is serious salary compression within the Associate Professor rank at UTD.*

Of course, later this also will be examined separately within schools.
The above display shows that, for Full Professors, the median salary for years at UTD 1 to 7 is somewhat higher than the median salary for years at UTD 8 to 14, which in turn is considerably greater than the median salary for years at UTD 15+. The same statement holds for the 1st quartiles and for 3rd quartiles. Strikingly, even the 3rd quartile for the years at UTD 15+ group is below the medians for the other groups. We note that there is almost no difference between middle halves of the years at UTD 1 to 7 and the years at UTD 8 to 14 Full Professors. Further, the middle half of the years at UTD 15+ group falls way behind the other two middle halves.

*It is evident that there is serious salary compression and inversion within the Full Professor rank at UTD.*

Of course, later this also will be examined separately within schools.

The foregoing treatment has provided an overview of salary compression and inversion at UTD as a whole. We now proceed to look within each school.

Note that, in this analysis, the numbers of faculty for the schools are

<table>
<thead>
<tr>
<th>School</th>
<th>A&amp;H</th>
<th>BBS</th>
<th>ECS</th>
<th>EPPS</th>
<th>JSOM</th>
<th>NSM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Count</td>
<td>61</td>
<td>52</td>
<td>121</td>
<td>57</td>
<td>93</td>
<td>91</td>
</tr>
</tbody>
</table>
SALARY COMPRESSION AND INVERSION IN THE SCHOOL OF ARTS AND HUMANITIES (A&H)

We first reexamine the plot seen earlier in the overview plot.

![Boxplot of salary, A&H, by rank](image)

The Assistant, Associate, and Full Professor middle halves are all separated and follow increasing order, as desired. *This suggests an absence of compression across ranks in A&H.*

*In using boxplots, the comparative sizes of the boxes do not correspond to the actual counts.* For the above plot, the corresponding numbers of faculty in the three ranks are as follows.

<table>
<thead>
<tr>
<th>Rank</th>
<th>Assistant</th>
<th>Associate</th>
<th>Full</th>
</tr>
</thead>
<tbody>
<tr>
<td>A&amp;H Count</td>
<td>20</td>
<td>13</td>
<td>28</td>
</tr>
</tbody>
</table>

Next we examine *scatterplots with fitted lines and 95% confidence bands,* for salary versus years at UTD, for *Associate and Full Professors in A&H.* These are *diagnostics regarding the presence or absence of compression within ranks in A&H.* In both cases, the slope of the regression line is decreasing, which indicates compression.

Accompanying these fitted lines are plots showing regressions separately within ranges of years at UTD: I. 1-6 years, II. 7-14 years, and III. 15+ years. Although the counts within these ranges are smaller, these plots nevertheless give some information about the dynamics of the compression (presence or absence) within these ranges.
Fitted Line Plot, A&H Associate Professors, salary versus years at UTD

\[ \text{salary}_{\text{Associate}} = 83593 - 481.3 \times \text{years}_{\text{Associate}} \]

Scatterplot of salary, Associate Professors in A&H, by range of years at UTD

Panel variable: group_{Associate}
Next we use boxplots for comparisons within ranks, separately by ranks.
It is evident that the middle half (1<sup>st</sup> quartile to 3<sup>rd</sup> quartile) of salaries for Assistant Professors in years at UTD 1 to 3 is concentrated around the median level for those in years 4 to 9. These groups number 3 and 17, respectively.

This indicates an absence of salary compression and inversion within the Assistant Professor rank in A&H.
The above display shows that, for Associate Professors, the median salary for years at UTD 1 to 7 is considerably higher than the median salary for years at UTD 8 to 14, which on the other hand is considerably less than the median salary for years at UTD 15+. The 1\textsuperscript{st} quartiles are all about the same for these three groups. However, the 3\textsuperscript{rd} quartile for the recently hired is substantially higher than the others. The groups number 5, 5, and 3, respectively.

\textit{Focusing on the comparison between the years at UTD 1 to 7 and years at UTD 8 to 14 subgroups, it is evident that there is serious salary compression within the Associate Professor rank in A&H. This is supported by the fitted line plots.}
The above display shows that, for Full Professors, the median salary for years at UTD 1 to 7 is a bit higher than the median salary for years at UTD 8 to 14, which in turn is considerably greater than the median salary for years at UTD 15+. The same statement holds for the 3rd quartiles, indicating that the years at UTD 15+ group falls way behind the other two. The groups number 6, 5, and 17, respectively.

It is evident that there is serious salary compression and inversion within the Full Professor rank in A&H. This is supported by the fitted line plots.
SALARY COMPRESSION AND INVERSION IN THE SCHOOL OF BRAIN AND BEHAVIORAL SCIENCES (BBS)

We first reexamine the plot seen earlier in the overview plot.

The Assistant and Associate Professor middle halves lie below the Full Professor middle half but themselves overlap substantially. *This indicates some compression across ranks in BBS, the Associate Professor rank being seriously impacted.*

The actual counts of faculty in these ranks are as follows.

<table>
<thead>
<tr>
<th>Rank</th>
<th>Assistant</th>
<th>Associate</th>
<th>Full</th>
</tr>
</thead>
<tbody>
<tr>
<td>BBS Count</td>
<td>15</td>
<td>9</td>
<td>28</td>
</tr>
</tbody>
</table>

Next we examine *scatterplots with fitted lines and 95% confidence bands*, for salary versus years at UTD for *Associate and Full Professors in BBS*. These are *diagnostics regarding the presence or absence of compression within ranks in BBS*. In both cases, the slope of the regression line is decreasing, which indicates compression.

Accompanying these fitted lines are plots showing regressions separately within ranges of years at UTD: I. 1-6 years, II. 7-14 years, and III. 15+ years. Although the counts within these ranges are smaller, these plots nevertheless give some information about the dynamics of the compression (presence or absence) within these ranges.
Fitted Line Plot, BBS Associate Professors, salary by years at UTD

$\text{salary}_{\text{Associate}} = 94476 - 1345 \times \text{years}_{\text{Associate}}$

- **Regression**: $S = 9027.33$
- **R-Sq**: 36.6%
- **R-Sq(adj)**: 27.6%

Scatterplot of salary, Associate Professors in BBS, by range of years at UTD

Panel variable: group_{Associate}
Next we use *boxplots* for comparisons within ranks, separately by ranks.
The entire middle half of Assistant Professors in years 4-9 at UTD lies below the median for the group in years 1-3. Further, the 3rd quartile for the recently hired is about 25% higher than that for the 4-9 year group. The groups number 12 and 3, respectively.

*It is evident that there is substantial salary compression and inversion within the Assistant Professor rank in BBS.*
The above display shows that, for Associate Professors, the middle halves of the three subgroups are completely separated but ordered in the reverse of the desired order. The numbers in the three subgroups are small (3, 4, and 2, respectively), but even so this is a striking departure from the desired norm.

Focusing on the comparison between the years at UTD 1 to 7 and years at UTD 8 to 14 subgroups, it is evident that there is serious salary compression within the Associate Professor rank in BBS. This is supported by the fitted line plots.
The above display shows that, for Full Professors, the median salary for years at UTD 1 to 7 is higher than the median salary for years at UTD 15+, although it is lower than that for the years at UTD 8 to 14 group. The 3rd quartiles follow a decreasing order across the three groups. Thus the years at UTD 15+ group falls way behind the other two. The three groups number 5, 4, and 19, respectively.

*It is evident that there is serious salary compression and inversion within the Full Professor rank in BBS. This is supported by the fitted line plots.*
SALARY COMPRESSION AND INVERSION IN THE SCHOOL OF ENGINEERING AND COMPUTER SCIENCE (ECS)

We first reexamine the plot seen earlier in the overview plot.

![Boxplot of salary, ECS, by rank](image)

The Assistant, Associate, and Full Professor middle halves are all separated and follow increasing order, as desired. *This suggests an absence of compression across ranks in ECS.*

The actual counts of faculty in these ranks are as follows.

<table>
<thead>
<tr>
<th>Rank</th>
<th>Assistant</th>
<th>Associate</th>
<th>Full</th>
</tr>
</thead>
<tbody>
<tr>
<td>ECS Count</td>
<td>22</td>
<td>36</td>
<td>63</td>
</tr>
</tbody>
</table>

Now we examine *scatterplots with fitted lines and 95% confidence bands,* for salary versus years at UTD for Associate and Full Professors in ECS. These are *diagnostics regarding the presence or absence of compression within ranks in ECS.* *In both cases, the slope of the regression line is decreasing, which indicates compression.*

Accompanying these fitted lines are plots showing regressions separately within ranges of years at UTD: I. 1-6 years, II. 7-14 years, and III. 15+ years. Although the counts within these ranges are smaller, these plots nevertheless give some information about the dynamics of the compression (presence or absence) within these ranges.
Fitted Line Plot, ECS Associate Professors, salary versus years at UTD

salary_Associate = 116434 - 712.9 years_Associate

S 11860.3
R-Sq 14.2%
R-Sq(adj) 11.7%

Regression
95% CI

I: 1 to 7 years
II: 8 to 14 years
III: 15+ years

Panel variable: group_Associate
Next we use boxplots for comparisons within ranks, separately by ranks.
The entire middle halves of Assistant Professors in years 1-3 at UTD and in years 4-9 are very comparable, with the 3rd quartile slightly higher for the years 4-9 group. These groups number 13 and 9, respectively.

There appears to be an absence of salary compression and inversion within the Assistant Professor rank in ECS.
The above display shows that, for Associate Professors, the median salary for years at UTD 1 to 7 is somewhat higher than the median salary for years at UTD 8 to 14, which in turn is somewhat higher than the median salary for years at UTD 15+. The 3rd quartiles are all about the same for these three groups. The groups number 13, 17, and 6, respectively.

Focusing on the comparison between the years at UTD 1 to 7 and years at UTD 8 to 14 subgroups, it is evident that there is serious salary compression within the Associate Professor rank in ECS. This is supported by the fitted line plots.
The above display shows that, for Full Professors, the median salary for years at UTD 1 to 7 is higher than the median salaries for the years at UTD 8 to 14 and years at UTD 15+ groups, which are about equal. The 3rd quartiles follow a decreasing order across the three groups. Thus the years at UTD 15+ group falls behind the other two. The three groups number 16, 26, and 21, respectively.

*It is evident that there is serious salary compression and inversion within the Full Professor rank in ECS. This is supported by the fitted line plots.*
We first reexamine the plot seen earlier in the overview plot.

The Assistant and Associate Professor middle halves both fall below the Full Professor middle half but themselves overlap substantially, with the Associate Professor middle half falling completely within the upper part of the Assistant Professor middle half. This indicates some compression and inversion across ranks, the Associate Professor rank being seriously impacted.

The actual counts of faculty in these ranks are as follows.

<table>
<thead>
<tr>
<th>Rank</th>
<th>Assistant</th>
<th>Associate</th>
<th>Full</th>
</tr>
</thead>
<tbody>
<tr>
<td>EPPS Count</td>
<td>11</td>
<td>19</td>
<td>27</td>
</tr>
</tbody>
</table>

Now we examine scatterplots with fitted lines and 95% confidence bands, for salary versus years at UTD for Associate and Full Professors in EPPS. These are diagnostics regarding the presence or absence of compression within ranks in EPPS. In both cases, the slope of the regression line is decreasing, which indicates compression.

Accompanying these fitted lines are plots showing regressions separately within ranges of years at UTD: I. 1-6 years, II. 7-14 years, and III. 15+ years. Although the counts within these ranges are smaller, these plots nevertheless give some information about the dynamics of the compression (presence or absence) within these ranges.
Fitted Line Plot, EPPS Associate Professors, salary versus years at UTD

\[ \text{salary}_{\text{Associate}} = 91825 - 390.8 \times \text{years}_{\text{Associate}} \]

- **Regression**: 
  - \( S = 9674.82 \)
  - R-Sq = 6.9%
  - R-Sq(adj) = 1.4%

---

Scatterplot of salary, Associate Professors in EPPS, by range of years at UTD

Panel variable: group_{Associate}
Next we use boxplots for comparisons within ranks, separately by ranks.
The entire middle half of Assistant Professors in years 4-9 at UTD lies below the median for the group in years 1-3, with the 3rd quartile for the recently hired is considerably higher than that for the 4-9 year group. The counts in these groups are 4 and 7, respectively.

There is substantial salary compression and inversion within the Assistant Professor rank in EPPS.
The above display shows that, for Associate Professors, the median salary for years at UTD 1 to 7 is considerably lower than the median salary for years at UTD 8 to 14, although these are both considerably higher than the median salary for years at UTD 15+ (which numbers only 2, however, in comparison with counts of 9 and 8 for the first two subgroups, respectively).

*Focusing on the comparison between the years at UTD 1 to 7 and years at UTD 8 to 14 subgroups, it is evident that there is no salary compression within the Associate Professor rank in EPPS. This is supported by the fitted line plots.*
The above display shows that, for Full Professors, the median salary for years at UTD 1 to 7 is just below the median salary for the years at UTD 8 to 14 group and much higher than that for the years at UTD 15+ groups. The 3rd quartiles follow a decreasing order across the three groups. Thus the years at UTD 15+ group falls behind the other two. The three groups number 1, 6, and 11, respectively.

It is evident that there is serious salary compression and inversion within the Full Professor rank in EPPS. This is supported by the fitted line plots.
SALARY COMPRESSION AND INVERSION IN THE NAVEEN JINDAL SCHOOL OF MANAGEMENT (JSOM)

We first reexamine the plot seen earlier in the overview plot.

![Boxplot of salary, JSOM, by rank](image)

The Associate Professor middle half falls below the Full Professor middle half but falls completely within the Assistant Professor middle half. Further, the Assistant Professor middle half overlaps with the Full Professor middle half, although the Associate Professor group does not.

*This indicates striking compression and inversion across ranks, with both the Associate and Full Professor ranks being seriously impacted.*

The actual counts of faculty in these ranks are as follows.

<table>
<thead>
<tr>
<th>Rank</th>
<th>Assistant</th>
<th>Associate</th>
<th>Full</th>
</tr>
</thead>
<tbody>
<tr>
<td>JSOM Count</td>
<td>29</td>
<td>29</td>
<td>35</td>
</tr>
</tbody>
</table>

Now we examine scatterplots with fitted lines and 95% confidence bands, for salary versus years at UTD for Associate and Full Professors in JSOM. These are diagnostics regarding the presence or absence of compression within ranks in JSOM. In both cases, the slope of the regression line is decreasing, which indicates compression.

Accompanying these fitted lines are plots showing regressions separately within ranges of years at UTD: I. 1-6 years, II. 7-14 years, and III. 15+ years. Although the counts within these ranges are smaller, these plots nevertheless give some information about the dynamics of the compression (presence or absence) within these ranges.
**Fitted Line Plot, J SOM Associate Professors, salary versus years at UTD**

\[
\text{salary}_{\text{Associate}} = 183567 - 2116 \text{ years}_{\text{Associate}}
\]

---

**Scatterplot of salary, Associate Professors in J SOM, by range of years at UTD**

- Panel variable: group_{Associate}

---

**Regression**

<table>
<thead>
<tr>
<th>S</th>
<th>20720.1</th>
</tr>
</thead>
<tbody>
<tr>
<td>R-Sq</td>
<td>30.6%</td>
</tr>
<tr>
<td>R-Sq(adj)</td>
<td>28.0%</td>
</tr>
</tbody>
</table>
Fitted Line Plot, J SOM Full Professors, salary versus years at UTD

\[ \text{salary}_\text{Full} = 219775 - 1678 \text{years}_\text{Full} \]

- **Regression**
- **99% CI**

<table>
<thead>
<tr>
<th>S</th>
<th>38579.0</th>
</tr>
</thead>
<tbody>
<tr>
<td>R-Sq</td>
<td>18.4%</td>
</tr>
<tr>
<td>R-Sq(adj)</td>
<td>15.9%</td>
</tr>
</tbody>
</table>

Scatterplot of salary, Full Professors in J SOM, by range of years at UTD

- **Group variable:** group_Full

Next we use boxplots for comparisons within ranks, separately by ranks.
The median salary for Assistant Professors in years 4-9 at UTD compares with the 1st quartile for the group in years 1-3, and the 3rd quartile for the 4-9 year group is considerably lower than even the median for recently hired. The counts in the years 1-3 and 4-9 groups are 12 and 17, respectively.

*There is substantial salary compression and inversion within the Assistant Professor rank in JSOM.*
The above display shows that, for Associate Professors, the median salary for years at UTD 1 to 7 is slightly higher than the median salary for years at UTD 8 to 14, which in turn is higher the median salary for years at UTD 15+. The 1st quartiles also decrease sharply in the same fashion. The 3rd quartile for the recently hired is very much higher than that for the second subgroup. The counts for the three groups are 9, 14, and 6, respectively.

*Focusing on the comparison between the years at UTD 1 to 7 and years at UTD 8 to 14 subgroups, it is evident that there is serious salary compression within the Associate Professor rank in JSOM. This is supported by the fitted line plots.*
The above display shows that, for Full Professors, the median salary for years at UTD 1 to 7 is slightly higher than the median salary for the years at UTD 15+ group, although quite lower than that for the years at UTD 8 to 14 group. The 1st quartiles follow a similar pattern. The 3rd quartiles are about equal for all three groups. Thus the years at UTD 15+ group largely falls behind the other two. The three groups number 11, 11, and 13, respectively.

It is evident that there is serious salary compression and inversion within the Full Professor rank in JSOM. This is supported by the fitted line plots.
**SALARY COMPRESSION AND INVERSION IN THE SCHOOL OF NATURAL SCIENCES AND MATHEMATICS (NSM)**

We first reexamine the plot seen earlier in the overview plot.

![Boxplot of salary, NSM, by rank](image)

Although the Assistant and Associate Professor middle halves both fall below the Full Professor middle half, the Assistant Professor middle half falls in the middle of the Associate Professor middle half. *This indicates some compression and inversion, with the Associate Professor rank being seriously impacted.*

The actual counts of faculty in these ranks are as follows.

<table>
<thead>
<tr>
<th>Rank</th>
<th>Assistant</th>
<th>Associate</th>
<th>Full</th>
</tr>
</thead>
<tbody>
<tr>
<td>NSM Count</td>
<td>15</td>
<td>27</td>
<td>49</td>
</tr>
</tbody>
</table>

Now we examine *scatterplots with fitted lines and 95% confidence bands*, for salary versus years at UTD for Associate and Full Professors in NSM. These are *diagnostics regarding the presence or absence of compression within ranks in NSM. In both cases, the slope of the regression line is decreasing, which indicates compression.*

Accompanying these fitted lines are plots showing regressions separately within ranges of years at UTD: I. 1-6 years, II. 7-14 years, and III. 15+ years. Although the counts within these ranges are smaller, these plots nevertheless give some information about the dynamics of the compression (presence or absence) within these ranges.
**Fitted Line Plot, NSM Associate Professors, salary versus years at UTD**

salary\_Associate = 95549 - 778.3 years\_Associate

- **Regression**
  - $S = 12759.2$
  - $R$-Sq = 25.7\%
  - $R$-Sq(adj) = 22.7\%

**Scatterplot of salary, Associate Professors in NSM, by range of years at UTD**

**Panel variable:** group\_Associate

- I: 1 to 7 years
- II: 8 to 14 years
- III: 15+ years
Next we use boxplots for comparisons within ranks, separately by ranks.
The 3rd quartile for Assistant Professors in years 4-9 at UTD is below the median for the group in years 1-3, and the 1st quartile for the 4-9 year group is considerably lower than that for the recently hired. The counts in the years 1-3 and 4-9 groups are 11 and 14, respectively.

There is substantial salary compression and inversion within the Assistant Professor rank in NSM.
The above display shows that, for Associate Professors, the median salary for years at UTD 1 to 7 is considerably higher than the median salary for years at UTD 8 to 14, which in turn is considerably higher than that for years at UTD 15+. The 1st and 3rd quartiles also follow this pattern.

Focusing on the comparison between the years at UTD 1 to 7 and years at UTD 8 to 14 subgroups, it is evident that there is serious salary compression within the Associate Professor rank in NSM. This is supported by the fitted line plots.
The above display shows that, for Full Professors, the median salary for years at UTD 1 to 7 is substantially higher than the median salary for the years at UTD 15+ group, although a bit lower than that for the years at UTD 8 to 14 group. The 3rd quartiles follow a similar pattern. The 1st quartiles decrease across the three groups. Thus the years at UTD 15+ group largely falls behind the other two. The three groups number 15, 4, and 30, respectively.

*It is evident that there is serious salary compression and inversion within the Full Professor rank in NSM. This is supported by the fitted line plots.*
SUMMARY OF FINDINGS, WITH COMMENTS

1. It is evident that there does exist substantial salary compression and inversion at UTD, within each of the schools A&H, BBS, ECS, EPPS, JSOM, and NSM.

2. It is present both across ranks and within ranks.

3. The patterns and extents of the salary compression vary across schools.

The following table summarizes the findings.

<table>
<thead>
<tr>
<th>School</th>
<th>Across Ranks</th>
<th>Within Assistant Professor Rank</th>
<th>Within Associate Professor Rank</th>
<th>Within Full Professor Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>A&amp;H</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>BBS</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>ECS</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>EPPS</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>JSOM</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>NSM</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>

4. Just as the pattern and extent of salary compression varies across schools, undoubtedly it also varies across programs within schools. Actions taken on the basis of the above findings would be carried out by extension of this study to the program level.

5. The variable “years at UTD” is somewhat indeterminate in the Associate and, especially, the Full Professor ranks. Some faculty come to UTD with previous years elsewhere in these ranks. We could also look informatively at “years since PhD” and “years in current rank”. In fact, after this report was finished, we did acquire data on these variables. However, a preliminary inspection indicates that the message presented in this report will not change in substance when these additional variables are incorporated into the analysis, but the report would double in length. We deem it not worth the effort to bother with an extended analysis. For purposes of policy decisions, the present report suffices. If any actions were to be decided upon, then detailed analyses within programs and units would be required, the present report having served its purpose in bringing attention and documentation to the existence and magnitude of salary compression and inversion at UTD.