

# INDUSTRIAL ENGINEERING: HUMAN FACTORS AND HEALTH SYSTEMS ENGINEERING, M.S.

This is a named option course-based program within the Industrial and Systems Engineering M.S. (<http://guide.wisc.edu/graduate/industrial-systems-engineering/industrial-engineering-ms/>)

By examining, designing, testing and evaluating products, environments and how people interact in it, Human Factors and Health Systems Engineering (<https://www.engr.wisc.edu/app/uploads/2017/02/HFHSE-web-1.pdf>) professionals can create productive, safe and satisfying environments for humans, and apply industrial and systems engineering tools and approaches to specific health care problems.

## IS THIS PROGRAM RIGHT FOR YOU?

The demand for engineers who can combine a concern for the human component with traditional engineering principles is great. The Human Factors and Health Systems Engineering program provides students content from physical ergonomics, cognitive ergonomics, macroergonomics and broad issues in health care, including long-term care, prevention, quality improvement, health care financing, and system evaluation.

This program considers human reliability, psychomotor capabilities and human characteristics in equipment, as an important aspect of equipment design is human-computer interaction. Engineers are concerned with the complex physical relationships between people, machines, job demands and work methods, design, work quality and assessment of skill. Also important are organizational issues such as management approaches, job design, participative problem solving, psychological stress, job satisfaction, performance effectiveness, product/service quality, and quality of work life.

Effective model building requires strong systems analysis skills. While skill in manipulating statistical and mathematical models is essential to an industrial engineer's success, the health systems engineer must also be able to initiate resolutions to strategic problems using knowledge of how organizational decisions are made.

## WHAT YOU LEARN

- Articulates, critiques, or elaborates the theories, research methods, and approaches to inquiry or schools of practice in industrial and systems engineering including areas such as decision science and operations research, quality engineering, manufacturing and health systems, and/or human factors.
- Identifies sources and assembles evidence pertaining to questions or challenges in industrial and systems engineering.
- Selects and/or utilizes the most appropriate industrial and systems engineering methodologies and practices.
- Evaluates or synthesizes information pertaining to questions or challenges in industrial and systems engineering.
- Communicates clearly in ways appropriate to industrial and systems engineering.

If you have questions, please contact COE Grad Admissions at [iegradadmission@engr.wisc.edu](mailto:iegradadmission@engr.wisc.edu); Subject Line: IE Grad Admissions and I Sy E Seniors please contact Pam Peterson, [prpeterson@wisc.edu](mailto:prpeterson@wisc.edu). ([prpeterson@wisc.edu](mailto:prpeterson@wisc.edu))

## ADMISSIONS

Please consult the table below for key information about this degree program's admissions requirements. The program may have more detailed admissions requirements, which can be found below the table or on the program's website. Graduate admissions is a two-step process between academic programs and the Graduate School. **Applicants must meet** the minimum requirements (<https://grad.wisc.edu/apply/requirements/>) **of the Graduate School as well as the program(s)**. Once you have researched the graduate program(s) you are interested in, apply online (<https://grad.wisc.edu/apply/>).

Requirements	Detail
Fall Deadline	December 15
Spring Deadline	October 1
Summer Deadline	The program does not admit in the summer.
GRE (Graduate Record Examinations)	Required.*
English Proficiency Test	Every applicant whose native language is not English or whose undergraduate instruction was not in English must provide an English proficiency test score and meet the Graduate School minimum requirements ( <a href="https://grad.wisc.edu/apply/requirements/#english-proficiency">https://grad.wisc.edu/apply/requirements/#english-proficiency</a> ).
Other Test(s) (e.g., GMAT, MCAT)	n/a
Letters of Recommendation Required	3

- \* a) UW-Madison Industrial Engineering undergrads and applicants with prior institutional approval are waived from the GRE requirement.  
b) GRE scores will not be required for Spring, Summer, or Fall 2022 admission due to challenges taking the exam during the COVID-19 pandemic.

## APPLICATION DEADLINES

- **Fall:** Dec. 15th
- **Spring:** Oct. 1st

## ADMISSION

Applicants must first meet all of the requirements of the Graduate School (<https://grad.wisc.edu/admissions/requirements/>).

- Applicants must also meet department specific requirements as outlined below:
  - BS degree in engineering or related area or equivalent
  - Mathematical Statistics Course (for example, STAT 312 Introduction to Theory and Methods of Mathematical Statistics II)
  - Non-native English speakers must have a Test of English as a Foreign Language (TOEFL) score of 580 (written), 243 (computer-based test), or 92 (Internet version).

- The Graduate Record Examination (GRE) is \*required for this masters programs in I Sy E. Information on taking the GRE exam can be found here (<https://www.ets.org/gre/>). **Please note:** Applicants should plan to take their exam by December 1 to allow scores to be sent and processed.

*\*UW-Madison ISyE undergrads and applicants with prior institutional approval are waived from the GRE requirement.*

## FOR UW-MADISON STUDENTS ONLY

1. **UW–Madison undergraduate students applying to this program must submit a UW transcript, but it may be an unofficial transcript.**

## FOR UW-MADISON I SY E STUDENTS ONLY

1. **Three letters of recommendation are NOT required for students completing their Industrial Engineering bachelor's degree at UW.** Please note that the application system will still require you to list three individuals as recommenders. You are welcome to list Jim Luedtke, Pam Peterson, and Francisca Jofre to bypass this requirement.
2. **ISyE undergrads and applicants with prior institutional approval are waived from the GRE requirement.**
3. UW-Madison students completing their bachelor's degree in the Industrial and Systems Engineering department may count up to 6 credits of coursework numbered 300 or above toward the degree with prior program approval. Coursework earned five or more years prior to admission to a master's degree is not allowed to satisfy requirements.

## HOW TO APPLY:

1. **Fill out an online application** (<https://apply.grad.wisc.edu/Account/Login/?ReturnUrl=%2f>) through the Graduate School website and pay the application fee (<https://grad.wisc.edu/admissions/faq/>).
2. **Include three recommendation letters and the recommenders' contact information as part of the online application\***. An email will be sent to the recommender, asking that they submit their letter online using the Graduate School's recommendation form. Applicants can log back into their online application to resend the email request if the recommender loses the email. Letters of recommendation must be submitted electronically.
3. **Submit a Statement of Purpose** (<https://grad.wisc.edu/prospective/prepare/statement/>) **with your online application.**
4. **GRE Exam Information** (<https://www.ets.org/gre/>): The course-only option does require the GRE exam be taken by prospective students as part of the application but **note there are no specific scoring guidelines for the exam** as the GRE is only one part of the consideration for admission into the program. **Please note:** Applicants should plan to take their exam by Dec. 1st to allow scores to be sent and processed.
5. **TOEFL Exam Information: Ask ETS** (<http://www.ets.org/>) **to submit your TOEFL scores to the UW–Madison Graduate School (Institution Number 1846).** If you have your scores sent to UW–Madison, they will be available online to all the departments to which you have applied. The institution code, therefore, is the only number needed. For more information please visit the Graduate School Requirements (<https://grad.wisc.edu/admissions/requirements/>) page. Please note: Exam information must be valid at the start date of the semester that you are applying for (nonexpired).

6. **Electronically submit one copy of your official transcript with your application.** Unofficial copies of transcripts will be accepted for review but official copies are required for admitted students.

Apply now (<https://grad.wisc.edu/admissions/>)

**NOTE: PLEASE DO NOT SEND MATERIALS/DOCUMENTS TO THE ISyE DEPARTMENT OR GRADUATE SCHOOL UNTIL YOU ARE RECOMMENDED FOR ADMISSIONS. ALL DOCUMENTS SHOULD BE UPLOADED WITH YOUR APPLICATION.**

*\*Application deadlines are strictly enforced and ALL application materials including transcripts, letters and TOEFL scores MUST be included and submitted by the application deadline. Please note our office does not provide feedback to applicants as to their potential for admission – please review both the I Sy E department and Graduate School requirements for admission and if you feel you meet the necessary criteria for applying, please do so.*

## QUESTIONS?

Check out the Admissions FAQ (<https://grad.wisc.edu/admissions/faq/>) or contact us, [iegradadmission@engr.wisc.edu](mailto:iegradadmission@engr.wisc.edu).

## FUNDING

## GRADUATE SCHOOL RESOURCES

Resources to help you afford graduate study might include assistantships, fellowships, traineeships, and financial aid. Further funding information (<https://grad.wisc.edu/funding/>) is available from the Graduate School. Be sure to check with your program for individual policies and restrictions related to funding.

## PROGRAM RESOURCES

Tuition information for this program is available here (<https://pdc.wisc.edu/degrees/human-factors-health-systems-engineering/>). Beginning in the fall semester of 2021, resident and resident reciprocity students are eligible for a tuition scholarship. Details here (<https://www.engr.wisc.edu/app/uploads/2017/02/Resident-Tuition-Scholarship-for-Course-Based-MS-Programs.pdf>).

Financial assistance, such as TA, PA, or RA positions from the university or the department is not recommended given the accelerated structure and timeline of the program.

## REQUIREMENTS

## MINIMUM GRADUATE SCHOOL REQUIREMENTS

Review the Graduate School minimum academic progress and degree requirements (<http://guide.wisc.edu/graduate/#policiesandrequirements>), in addition to the program requirements listed below.

## NAMED OPTION REQUIREMENTS

### MODE OF INSTRUCTION

Face to Face	Evening/ Weekend	Online	Hybrid	Accelerated
Yes	No	No	No	Yes

## Mode of Instruction Definitions

**Accelerated:** Accelerated programs are offered at a fast pace that condenses the time to completion. Students are able to complete a program with minimal disruptions to careers and other commitments.

**Evening/Weekend:** Courses meet on the UW–Madison campus only in evenings and/or on weekends to accommodate typical business schedules. Students have the advantages of face-to-face courses with the flexibility to keep work and other life commitments.

**Face-to-Face:** Courses typically meet during weekdays on the UW-Madison Campus.

**Hybrid:** These programs combine face-to-face and online learning formats. Contact the program for more specific information.

**Online:** These programs are offered 100% online. Some programs may require an on-campus orientation or residency experience, but the courses will be facilitated in an online format.

## CURRICULAR REQUIREMENTS

### Requirements Detail

Minimum 30 credits

Credit Requirement

Minimum 16 credits

Residence Credit Requirement

Minimum Graduate Coursework Requirement Half of degree coursework (15 credits out of 30 total credits) must be completed graduate-level coursework; courses with the Graduate Level Coursework attribute are identified and searchable in the university's Course Guide (<https://registrar.wisc.edu/course-guide> (<https://registrar.wisc.edu/course-guide/>)).

Overall Graduate GPA Requirement 3.00 GPA required.

Other Grade Requirements Grades of C and D received by a candidate in any graduate course will not be counted as credit toward the degree. These grades will be counted in the graduate GPA.

Assessments and Examinations None.

Language Requirements No language requirements.

## REQUIRED COURSES

As stated above, of the required credits, all must be at the 300 level or higher, at most 6 credits may be at the 300 level, at least 15 must be at the graduate level, at least 18 credits must be in the Industrial and Systems Engineering Department, and at least 16 credits must be taken as a graduate student in residence at UW-Madison.

Below is a typical curriculum for those pursuing an M.S. in Industrial Engineering with the course options in Human Factors and Health Systems Engineering. Please note the Human Factors and Health Systems Engineering program is a customizable program and students should work out other course options with their faculty advisor.

## FALL COURSE PLANNING GRID ([HTTPS://WWW.ENGR.WISC.EDU/APP/UPLOADS/2016/02/MSIE-HFSE-PLANNING-GRID-FALL.PDF](https://www.engr.wisc.edu/app/uploads/2016/02/MSIE-HFSE-PLANNING-GRID-FALL.PDF))

### SPRING COURSE PLANNING GRID

#### Fall Potential Courses:

Code	Title	Credits
I SY E 313	Engineering Economic Analysis	3
I SY E/PSYCH 349	Introduction to Human Factors	3
I SY E 417	Health Systems Engineering	3
I SY E/M E 512	Inspection, Quality Control and Reliability	3
I SY E 515	Engineering Management of Continuous Process Improvement	3
I SY E/PSYCH 549	Human Factors Engineering	3
I SY E 601	Special Topics in Industrial Engineering	1-3
I SY E 602	Special Topics in Human Factors	3
I SY E 606	Special Topics in Healthcare Systems Engineering	1-3
I SY E/PHARMACY 608	Safety and Quality in the Medication Use System	3
I SY E/PSYCH 653	Organization and Job Design	3
I SY E 699	Advanced Independent Study	1-5

#### Spring Potential Courses:

Code	Title	Credits
I SY E 313	Engineering Economic Analysis	3
I SY E/PSYCH 349	Introduction to Human Factors	3
I SY E 417	Health Systems Engineering	3
I SY E/M E 512	Inspection, Quality Control and Reliability	3
I SY E 555	Human Performance and Accident Causation	3
I SY E/MED PHYS 559	Patient Safety and Error Reduction in Healthcare	2
I SY E/B M E 564	Occupational Ergonomics and Biomechanics	3
I SY E 575	Introduction to Quality Engineering	3
I SY E 601	Special Topics in Industrial Engineering	1-3
I SY E 602	Special Topics in Human Factors	3
I SY E 606	Special Topics in Healthcare Systems Engineering	1-3
I SY E/PHARMACY 608	Safety and Quality in the Medication Use System	3
I SY E/B M I 617	Health Information Systems	3
I SY E/B M E 662	Design and Human Disability and Aging	3

#### Summer Potential Courses:

Code	Title	Credits
I SY E 313	Engineering Economic Analysis	3
I SY E/PSYCH 349	Introduction to Human Factors	3
I SY E 516	Introduction to Decision Analysis	3
I SY E 575	Introduction to Quality Engineering	3

I SY E 601	Special Topics in Industrial Engineering	1-3
I SY E 602	Special Topics in Human Factors	3
I SY E 606	Special Topics in Healthcare Systems Engineering	1-3
I SY E 699	Advanced Independent Study	1-5
I SY E 702	Graduate Cooperative Education Program	1-2

### Other Department Course Suggestions:

Code	Title	Credits
NURSING 761	Health Program Planning, Evaluation, and Quality Improvement	3
POP HLTH 785		3
POP HLTH/SOC 797	Introduction to Epidemiology	3
POP HLTH/ I SY E 875	Cost Effectiveness Analysis in Health and Healthcare	3
POP HLTH 876	Measuring Health Outcomes	3
OTM 451	Service Operations Management	3
OTM 753	Healthcare Operations Management	3
OTM 770	Sustainable Approaches to System Improvement	4
B M I 773	Clinical Research Informatics	3
B M I/COMP SCI 576	Introduction to Bioinformatics	3
B M I/COMP SCI 776	Advanced Bioinformatics	3
COMP SCI/ ED PSYCH/ PSYCH 770	Human-Computer Interaction	3
E M A 601	Special Topics in Engineering Mechanics	1-3
M H R 412	Management Consulting	3

approval. Coursework earned five or more years prior to admission to a master's degree is not allowed to satisfy requirements.

### UW–Madison University Special

Allowed up to 15 credits numbered 300 or above toward graduate residence credit requirement and graduate degree credit requirement. If the courses were numbered 700 or above they may count toward the minimum graduate coursework (50%) requirement. Coursework earned five or more years prior to admission to a master's degree is not allowed to satisfy requirements.

### PROBATION

The Graduate School regularly reviews the record of any student who earned grades of BC, C, D, F, or Incomplete in a graduate course (300 or above), or grade of U in research credits. This review could result in academic probation with a hold on future enrollment or in being suspended from the Graduate School.

### ADVISOR / COMMITTEE

Per Graduate School policy, every graduate student MUST have a faculty advisor. A faculty advisor provides the graduate student with academic guidance regarding their course selection and research oversight in their thesis or project. Graduate students should always seek advice from their advisor and other faculty in their interest area prior to enrolling for courses.

### CREDITS PER TERM ALLOWED

Enrollment of 12 credits is highly recommended.

### TIME CONSTRAINTS

This program is designed to be completed in 12 months. Internship and co-operative (co-op) work experiences are an optional component to this degree. The program must be completed within 24 months for students who plan to include internship or co-op work experiences during their program. The ISyE department does not guarantee availability of internship or co-op positions.

### GRIEVANCES AND APPEALS

These resources may be helpful in addressing your concerns:

- Bias or Hate Reporting (<https://doso.students.wisc.edu/bias-or-hate-reporting/>)
- Graduate Assistantship Policies and Procedures (<https://hr.wisc.edu/policies/gapp/#grievance-procedure>)
- Hostile and Intimidating Behavior Policies and Procedures (<https://hr.wisc.edu/hib/>)
  - Office of the Provost for Faculty and Staff Affairs (<https://facstaff.provost.wisc.edu/>)
- Dean of Students Office (<https://doso.students.wisc.edu/>) (for all students to seek grievance assistance and support)
- Employee Assistance (<http://www.eao.wisc.edu/>) (for personal counseling and workplace consultation around communication and conflict involving graduate assistants and other employees, post-doctoral students, faculty and staff)
- Employee Disability Resource Office (<https://employee disabilities.wisc.edu/>) (for qualified employees or applicants with disabilities to have equal employment opportunities)
- Graduate School (<https://grad.wisc.edu/>) (for informal advice at any level of review and for official appeals of program/departmental or school/college grievance decisions)

## POLICIES

### GRADUATE SCHOOL POLICIES

The Graduate School's Academic Policies and Procedures (<https://grad.wisc.edu/acadpolicy/>) provide essential information regarding general university policies. Program authority to set degree policies beyond the minimum required by the Graduate School lies with the degree program faculty. Policies set by the academic degree program can be found below.

### NAMED OPTION-SPECIFIC POLICIES

#### PRIOR COURSEWORK

##### Graduate Work from Other Institutions

With program approval, students are allowed to count no more than 9 credits of graduate course work from other institutions. Coursework earned five or more years prior to admission to a master's degree is not allowed to satisfy requirements.

##### UW–Madison Undergraduate

UW–Madison students completing their bachelor's degree in the Industrial and Systems Engineering department may count up to 6 credits of coursework numbered 300 or above toward the degree with prior program

- Office of Compliance (<https://compliance.wisc.edu/>) (for class harassment and discrimination, including sexual harassment and sexual violence)
- Office of Student Conduct and Community Standards (<https://conduct.students.wisc.edu/>) (for conflicts involving students)
- Ombuds Office for Faculty and Staff (<http://www.ombuds.wisc.edu/>) (for employed graduate students and post-docs, as well as faculty and staff)
- Title IX (<https://compliance.wisc.edu/titleix/>) (for concerns about discrimination)

### Grievance Procedures: Industrial and Systems Engineering

If a graduate student feels unfairly treated or aggrieved by faculty, staff, or another student, the University offers several avenues to resolve the grievance. Student's concerns about unfair treatment are best handled directly with the person responsible for the objectionable action. If the student is uncomfortable making direct contact with the individual(s) involved, they should contact the advisor or the person in charge of the unit where the action occurred (program or department chair, section chair, lab manager, etc). Many departments and schools/colleges have established specific procedures for handling such situations; check their web pages and published handbooks for information. If such procedures exist at the local level, these should be investigated first. For more information, see the College of Engineering Policies and Procedures (<https://www.engr.wisc.edu/academics/student-services/academic-advising/policies-and-procedures/>). The Assistant Dean for Graduate Affairs ([engr-dean-graduateaffairs@engr.wisc.edu](mailto:engr-dean-graduateaffairs@engr.wisc.edu)) provides overall leadership for graduate education in the College of Engineering (CoE), and is a point of contact for graduate students who have concerns about education, mentoring, research, or other difficulties.

Procedures for handling graduate student grievances against ISyE faculty, staff, or students:

1. The student is encouraged to speak first with the person toward whom the grievance is directed to see if a situation can be resolved at this level.
2. Should a satisfactory resolution not be achieved, the student should contact the Associate Chair for Graduate Affairs, to discuss the grievance. The Associate Chair will facilitate problem resolution through informal channels and facilitate any complaints or issues of students. The first attempt is to help students informally address the grievance prior to any formal complaint. Students are also encouraged to talk with their faculty advisors regarding concerns or difficulties, if necessary. University resources for sexual harassment, discrimination, disability accommodations, and other related concerns can be found on the UW Office of Compliance website (<https://compliance.wisc.edu/>).
3. If the issue is not resolved to the student's satisfaction, the student can submit the grievance to the Department Chair. The grievance should be submitted in writing, within 60 calendar days of the alleged unfair treatment.
4. On receipt of a written complaint, the Department Chair will form a faculty committee that will review the complaint and gather further information as necessary from the filer of the complaint and other parties involved (including the party toward whom the complaint is directed).
5. The faculty committee will determine a decision regarding the grievance. The Department Chair will report on the action taken by the

committee in writing to both the student and the party toward whom the complaint was directed within 15 working days from the date the complaint was received.

6. At this point, if either party (the student or the person toward whom the grievance is directed) is unsatisfied with the decision of the faculty committee, the party may file a written appeal to the College of Engineering Assistant Dean for Graduate Affairs ([engr-dean-graduateaffairs@engr.wisc.edu](mailto:engr-dean-graduateaffairs@engr.wisc.edu)). Either party has 10 working days to file a written appeal to the School/College.
7. Documentation of the grievance will be stored for at least 7 years. Significant grievances that set a precedent will be stored indefinitely.
8. The Graduate School has procedures for students wishing to appeal a grievance decision made at the school/college level. These policies are described in the Graduate School Academic Policies and Procedures - Grievances & Appeals (<https://grad.wisc.edu/documents/grievances-and-appeals/>).

### OTHER

Course-Based Option Policy (<https://www.engr.wisc.edu/app/uploads/2016/02/ISyE-16.2-Named-Options-Policy-Requirements-2.pdf>)

## PROFESSIONAL DEVELOPMENT

### GRADUATE SCHOOL RESOURCES

Take advantage of the Graduate School's professional development resources (<https://grad.wisc.edu/pd/>) to build skills, thrive academically, and launch your career.

### PROGRAM RESOURCES

#### THE INDIVIDUAL DEVELOPMENT PLAN (HTTPS://GRAD.WISC.EDU/PD/IDP/)

An Individual Development Plan helps with self-assessment, planning, and communication:

- An IDP can help you communicate your professional development and career planning needs and intentions to others including your mentor, which can lead to helpful advice and resources.
- You can use the IDP to make sure you and your mentor's expectations are clearly outlined and in agreement so that there are no big surprises, particularly at the end of your training.
- The current job market is challenging and research has shown that individuals who perform structured career planning achieve greater career success and satisfaction.

The onus to engage in the IDP process is on you – although your mentor, PI, or others may encourage and support you in doing so. The IDP itself remains private to you, and you choose which parts to share with which mentors. Through the IDP process, you may decide to identify various mentors to whom you can go for expertise and advice.

#### ENGINEERING CAREER SERVICES (HTTPS://ECS.WISC.EDU/)

**Julie Rae, Assistant Director for Graduate Student Career Services**

GRADUATE students in all Engineering programs

- Resumes & Cover Letters <https://ecs.wisc.edu/students/resumes-and-cover-letters/>
- Job Search Strategies
- Job Offers & Negotiation <https://ecs.wisc.edu/students/offers-and-negotiation/>
- CPT for Graduate Students <https://ecs.wisc.edu/students/co-op-and-internship/>
- Student appointments: Click here (<http://go.wisc.edu/ecs-grad-appt/>) to schedule an appointment with ECS.

Hannah Silber  
Tina Xu

## UNDERGRADUATE ADVISORS

Stacy Harnett  
Francisca Jofre

## GRADUATE PROGRAM COORDINATOR

Pam Peterson

See also Industrial and Systems Engineering Faculty Directory (<http://directory.engr.wisc.edu/ie/faculty/>).

Employer Recruitment List for Industrial Engineering Students: <https://ecs.wiscweb.wisc.edu/wp-content/uploads/sites/86/2017/03/IE-Employer-Recruitment-List-17-18.pdf>.

## UW WRITING CENTER ([HTTP://WRITING.WISC.EDU/](http://writing.wisc.edu/))

**Location:** 6171 Helen C. White Hall

**Tel:** (608) 263-1992

The UW Writing Center provides free of charge face-to-face and online consultations that focus on a number of different writing scenarios (i.e. drafts of course papers, resumes, reports, application essays, cover letters, theses, etc). Writing Center instructors will not edit or proofread papers. Instead, their goal is to teach students to edit and proofread on their own in order to become a better, more confident writer.

## PEOPLE

### PROFESSORS

Laura Albert (Chair)  
Oguzhan Alagoz  
John D. Lee  
Jeffrey Linderoth  
James Luedtke  
Robert Radwin  
Leyuan Shi  
Raj Veeramani  
Shiyu Zhou

### ASSOCIATE PROFESSORS

Alberto Del Pia  
Kaibo Liu  
Nicole Werner  
Douglas A. Wiegmann

### ASSISTANT PROFESSORS

Justin J. Boutilier  
Carla Michini  
Yonatan Mintz  
Xin Wang  
Qiaomin Xie  
Gabriel Zayas-Caban

### FACULTY ASSOCIATES

Amanda G. Smith  
Sinan Tas  
Charlene Yauch

### LECTURERS

Terry Mann