



THE GRADUATE SCHOOL  
UNIVERSITY OF WASHINGTON

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June 18, 2009

To: Phyllis M. Wise, Provost  
Douglas J. Wadden, Executive Vice Provost for Academic Affairs and Planning

From: Gerald J. Baldasty, Vice Provost and Dean  
James S. Antony, Associate Vice Provost and Associate Dean for Academic Affairs

Re: Industrial Engineering Program Review

This memorandum represents the Graduate School's closure in its facilitation of the five-year review of the Industrial Engineering Program. We would like to note that, since the end of the review site-visit the College of Engineering has addressed many of the opportunities that were identified in the review, making the academic unit even stronger and more vibrant.

More detailed comments on the program can be found in the documents referred to below. The review included the following milestones and documentation:

- Industrial Engineering Program self-study (March 14, 2008)
- Charge meeting between review committee and administrators (April 8, 2008)
- Site visit (May 1-2, 2008)
- Review committee report (June 5, 2008)
- Graduate and Professional Student Senate (GPSS) report (May, 2008)
- Industrial Engineering Program response to the report (September 24, 2008)
- Graduate School Council consideration of Review (October 2, 2008)

The review committee consisted of

David R. Morris, Professor, Department of Biochemistry (Committee Chair)

Lucien N. Brush, Associate Professor, Department of Materials Science  
and Engineering

Noah S. Seixas, Professor, Department of Environmental and Occupational  
Health Sciences

Lawrence M. Seiford, Professor and Chair, Department of Industrial and Operations  
Engineering, University of Michigan

Vinod K. Sahney, Senior Vice President and Chief Strategy Officer, Blue Cross and  
Blue Shield of Massachusetts

### Program Strengths

The program director is a strong leader and effective administrator; the program staff is dedicated and skilled. The undergraduate program is successful and in high demand. It is the

only undergraduate program offered north of Berkeley and west of Minnesota. The Global Integrated Systems Engineering (GSIE) certificate program was successfully implemented as an entrepreneurial initiative. The master's and doctoral programs are strong and have recruited good students with diverse backgrounds. Research opportunities for program faculty exist with the UW Medical Center, the School of Medicine, the School of Public Health and local health care organizations.

The academic unit will be better positioned to seek departmental status with past leadership issues having been addressed, the promotions of junior faculty, a new faculty hire, the intent to develop collaborative research relationships with faculty in other academic units, and if it is successful with new faculty hires in health care management, logistics and transportation. The College of Engineering Dean supported the faculty's goal to attain departmental status. Milestones to achieve departmental status were to be determined by the Dean and would incorporate some of the review committee recommendations.

### **Review Committee's Recommendations**

At the time of the review, the review committee identified a few issues it thought could bear upon the attainment of national recognition. These included the lack of departmental status, the small faculty size and the need to seize the opportunity to develop a specific research focus. The program and College have already addressed many of these issues. The review committee also commented on the unit's locations across campus which presents an additional challenge that affects faculty communication with students as well as interaction among faculty for research and collaboration on other activities.

The College of Engineering should be commended for addressing the recommendations the review committee made at the time of the review, as most have been addressed.

### **Council Recommendations**

The Graduate School Council recommends the following to augment the review committee's recommendations and comments on page 5 of the review committee report.

- The Graduate School Council recommended that the Industrial Engineering Program be reviewed in 10 years—the 2018-2019 academic year.
- The College of Engineering Dean indicated an internal review of the academic unit would be conducted in five years.

We concur with the Council's comments and recommendations.

c: Matt O'Donnell, Dean, College of Engineering  
Richard Storch, Professor and Chair, Department of Industrial and Systems Engineering  
John Sahr, Associate Dean, Undergraduate Academic Affairs  
Industrial Engineering Program Review Committee  
Graduate School Council  
Augustine McCaffery, Senior Academic Program Specialist, The Graduate School  
Jake Faleschini, President, Graduate and Professional Student Senate