



UNIVERSITY OF WASHINGTON  
*The Graduate School*  
*G-1 Communications*  
*Box 353770*  
*Seattle, Washington 98195-3770*

*Telephone: (206)543-5900*

*Fax: (206)685-3234*

May 25, 2010

To: Phyllis 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: Review of the Master of Strategic Planning for Critical Infrastructures

This memo outlines the recommendations from the five-year review of the Master of Strategic Planning for Critical Infrastructures (MSCPI) degree program. MSCPI was originally approved by the Board of Regents in July, 2003, and is offered in distance learning (DL) format through the Department of Urban Design and Planning in conjunction with UW Educational Outreach. Detailed comments on the program can be found in the documents that were part of the following formal review proceedings:

- MSCPI self-study (November, 2008)
- Charge meeting between review committee and administrators (January 7, 2009)
- Site visit (February 2-3, 2009)
- Review committee report (February 25, 2009)
- MSCPI response to the report (January 25, 2010)
- Graduate School Council consideration of review (May 6, 2010)

The review committee consisted of:

John E. Schaufelberger, Professor, UW Construction Management (Committee Chair)  
Radha Poovendran, Associate Professor, UW Electrical Engineering  
Karl Kim, Professor, Department of Urban and Regional Planning, University of Hawaii at Manoa

A subcommittee of the Graduate School Council presented findings and recommendations to the full Council at its meeting on May 6, 2010. After discussion, Council recommended the program be reviewed again after five years, in the 2013-2014 academic year. In the time since the review committee report was submitted (February, 2009), the program has suspended student

admissions and is working to revise the MSPCI curriculum. Specific comments and recommendations from the 2008-2009 review of the degree program include the following:

#### Program Strengths

1. The program has a strong national reputation and is well positioned to take a leading role in the field.
2. It has strong UWEO support and a dedicated manager, as well as diverse, strong faculty.
3. There is an active, committed advisory board.
4. Students are mostly satisfied, although some expressed concern about program advertising, job placement, and career counseling.

#### Challenges & Risks

1. The program has a budget deficit due to insufficient enrollment.
2. It has possible faculty retention issues related to a fee-based, non-tenured position.
3. It is unsure how to market the program.
4. Students critique that faculty are not responsive enough in the DL format.
5. The cost of updating courses in DL format is high.
6. The program faces increased competition, with more programs available at multiple levels, while enrollments are declining.
7. The scope of the field is changing, but the program cannot simply increase credit requirements in response (currently 52 credits total required).
8. There is a need for more integration between this program and other related programs on campus.
9. There is a lack of faculty in the department and college who participate in the program.

#### Review Committee Recommendations

1. The program should develop a management plan for the program within the department.
2. The program should develop a strategic plan to sharpen its focus and:
  - Decide on regional, national, or international focus;
  - Revise the curriculum;
  - Integrate the program with the college and university;
  - Measure program outcomes;
  - Reduce the number of credits required for the degree;
  - Grade courses numerically;
  - Revisit the prerequisites;
3. The program should craft a marketing plan.
4. Faculty should respond to student feedback within a week.

#### Areas of Concurrence

The program agreed with Committee recommendations and has done the following:

1. Suspended student admissions to the program while it revises the curriculum.
2. Formed a strategic Planning Committee to implement the committee recommendations (Spring and Summer Quarters, 2010).
3. Hired a Program Director and is exploring ways to involve more faculty from the college in the program.
4. Formed a group of stakeholders to create a marketing plan.

5. Developed an instructor feedback policy that requires faculty to respond to students within one week.

Graduate School Council Recommendations

1. The Council recommends that the program take the review committee recommendations into account as it sharpens focus, defines its mission, and makes necessary changes to the curriculum. Clearer marketing materials will improve student recruitment.
2. The program should be reviewed in 5 years, during the 2013-2014 academic year.

We concur with the Council's comments and recommendations.

cc: Daniel S. Friedman, Dean, College of Built Environments  
Qing Shen, Chair, Department of Urban Design and Planning  
Trisha R. Dvorak, Associate Director, Academic Programs, UW Educational Outreach  
Members of the MSPCI Review Committee  
Members of the Graduate School Council  
David Canfield-Budde, Academic Program Specialist, The Graduate School  
Jake Faleschini, President, GPSS