Report of the
Global Trade, Transportation and Logistics (GTTL)
Graduate Certificate Program Review Committee

Report Date: April 17, 2006

Site Visit: November 29-30, 2005

Committee members:

Professor Mark P. Haselkorn, Technical Communication (Committee Chair)
Professor Zelda B. Zabinsky, Industrial Engineering
Professor Garland Chow, Operations and Logistics Division, Sauder School of Business,
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Contents

I.   Introduction

On October 28, 2005, the Graduate School established a committee to review the GTTL Graduate Certificate Program. The committee consisted of UW Professor of Technical Communication Mark P. Haselkorn (Chair), UW Professor of Industrial Engineering Zelda B. Zabinsky, and University of British Columbia Associate Professor of Business (Operations and Logistics) Garland Chow. On November 8th, the UW members of the committee met to review documentation, generate some initial questions, and identify people to interview. Between November 8th and the site visit dates of November 29-30, UW members of the committee participated in a number of preliminary meetings, including initial interviews with Greg Shelton, Joe Mahoney, and Marc Hershman, as well as a pre-review meeting with representatives of the Graduate School on November 17th. In addition, the committee requested and received additional documentation that had been omitted from the initial self-study.

On November 28-30, the site visit was held (see Appendix A for schedule) which included a number of interviews and working committee meetings. The two days of intensive interviews and discussions culminated in two exit interviews, one that provided the GTTL Director with initial feedback and the opportunity to respond and a second without GTTL representatives that included the Provost, Executive Vice Provost, Dean of the Graduate School, and Associate Dean of the Graduate School for Academic Programs.

The review committee is confident that it has gained an in-depth and comprehensive understanding of the GTTL program. We are extremely grateful to the many people who have contributed to our efforts, particularly Greg Shelton, Director of GTTL, and David Canfield-Budde of Graduate Academic Programs.

II.   Program Background

In March of 1992, then Vice Provost Alvin Kwiram established the Working Group on Transportation (WGT).   In his charge to WGT, Vice Provost Kwiram suggested that "there is a notable lack in this country of any substantive research within the academy on long-term thinking or policy analyses dealing with large-scale transportation issues." He asked the working group to consider "whether this represents an opportunity that the University of Washington should consider in its longer range planning."

The report of the WGT appeared in March 1994 and concluded that "[t]he existing transportation research centers (TRAC and TransNow) serve their research sponsors and the UW well… however, there is no means for identifying strategic transportation studies, in general, and studies linking trade and transportation, more specifically." The WGT report recommended the creation of a "university-wide, interdisciplinary certificate program in trade, transportation, and logistics" as well as a "Graduate School Interdisciplinary Committee on Global Trade and Transportation Studies" that would provide the structure for this certificate.

The structure recommended by WGT for supporting a GTTL certificate program was relatively new to the UW (established through a December 1985 revision of Graduate School Memorandum No. 5 on Interdisciplinary Committee and Degree—Offering Groups) and the GTTL certificate was one of the first UW programs established under this mechanism. In March 1994 the Graduate School Dean appointed the Interdisciplinary Global Trade and Transportation Studies Committee and in May 1995 this committee submitted a proposal to the Graduate School to offer "a Program Option" in GTTL studies which was approved in June 1996. Then in September 1996 the committee proposed a GTTL Graduate Certificate.

On December 24th, 1996, then President Richard L. McCormick informed the Dean of the Graduate school that the Board of Regents had "granted authority to the graduate faculty of the Interdisciplinary Global Trade, Transportation, and Logistics Study Committee to offer a Graduate Certificate program in Global Trade, Transportation, and Logistics." This authority was "granted on a provisional basis" and the Board "mandated that a review in the 1999-2000 academic year be conducted by the Graduate School." While the review presented here is approximately six years after this target date, it is the first review of the Global Trade, Transportation, and Logistics (GTTL) Graduate Certificate Program and therefore constitutes the initial review mandated by the Board of Regents.

III.   Program Accomplishments

The global areas of trade, transportation and logistics are vitally important and highly interdisciplinary. GTTL has focused on its primary mission, which is to supplement a set of existing degree programs with a common interdisciplinary experience in these areas. GTTL students have benefited from their interactions with regional representatives from industry and through this experience have become better prepared and more marketable in the trade, transportation, and logistics sector.

To earn a Certificate in Global Trade, Transportation, and Logistics Studies, students must complete a minimum of 20 course credits, including:

- 2 Core GTTL Courses (4 credits each)
- 4 electives (totaling at least 12 credits)

Currently, the Core I course is taught twice a year, once by Tom Schmidt as GTTL 501 and once by Greg Shelton as GTTL 599. These two versions of the core course have somewhat different flavors with 501 being cross-listed as OPMGT 535 and serving more of a business audience. When the Core I course is taught as 599, it is not cross-listed and has more of a focus on the dynamics of international commerce. The Core II course is a seminar series that originally featured faculty from across campus but now primarily features speakers from outside the university (regional transportation and business leaders). For a description of the two core GTTL courses, see Appendix B.

Certificate requirements can often be completed in one year and courses used for the GTTL Certificate may also be used to satisfy the requirements of a student's regular degree program. For its electives, GTTL attempts to identify and gain access to appropriate courses on campus, though this has become increasingly challenging. GTTL has been experiencing difficulties in its relationships with some participating units, particularly the Business School.

Since 1996, GTTL has granted certificates to 133 students with most of those coming from the College of Engineering (41), the Jackson School of International Studies (23), the School of Marine Affairs (20), the Business School (16), and the School of Public Affairs (14). (See Appendix C.) The students we spoke to and received e-mails from were happy and enthusiastic. They liked the flexibility of the program and saw it dovetailing nicely with their degree program. They especially liked the use of team projects in the program.

GTTL has a good regional reputation in the trade and transportation community. It employs an active advisory board from which it not only receives guidance but also some accomplished speakers on current topics and issues. Board members support student team projects and an annual conference. Many GTTL students have received good jobs in positions that help enhance the reputation of their UW departments. Boeing has provided a $10,000 student scholarship.

IV.   Program Position from a National Perspective

The GTTL program does not include a significant research component, so a national reputation in this area is not applicable. Neither is GTTL a major or degree in itself, so that inherently it cannot compete with specialized national programs in this area. As an interdisciplinary certificate program, GTTL is unique among programs across North America. For this reason, there are few peer programs that can be used for a fair comparison.

GTTL was developed to respond to regional needs, primarily to provide a pool of graduates from existing programs and degrees who were knowledgeable of the processes, institutions and challenges of global commerce. As such it was not intended to be a program that competed nationally or internationally for top student applicants or employers. The size of the program is also unlikely to attract employers nationally or internationally.

However to the degree that GTTL certificate students gain experience that is valued by prospective employers, this program plays an important role in enhancing the reputation of existing programs such as Industrial Engineering, Business, International Studies, and Public Affairs. This appears to be the case regionally and there is no reason that this could not be the case nationally.

In terms of national program trends, the emphasis on the management of transportation has been downsized in most other major degree programs. For GTTL, transportation issues remain a core part of the program. This is a reflection of both the character of the region and the history of the program.

Since research is a critical component of national stature, the committee considered whether the program focus on teaching was appropriate, and whether the core mission should be expanded to include the generation of new knowledge through research. After our review, we did not see a compelling reason for GTTL to actively seek a core research mission. We agree with the original GTTL Study Committee that there are a number of existing departments and centers on campus that already successfully conduct research in the various disciplines represented by GTTL. In addition, GTTL has no research faculty or facilities.

However, GTTL could play a greater facilitator role in a number of ways. As an information hub, GTTL could convey opportunities and challenges from its advisory board and other external contacts to participating units, facilitate the networking of faculty and institutions on campus, and identify student resources for faculty in need of student research assistants. In addition, GTTL could provide a vehicle for participating Schools and Colleges to cooperate in the competition for research funding. In summary,

GTTL can play an indirect rather than direct role in research as a by-product of being a common link among faculty, students and the business and public sector communities.

V.   Program Challenges

Now in its tenth year, GTTL faces a number of serious challenges that threaten its ability to continue functioning in its present form.

The greatest overall challenge to GTTL is the revitalization and maintenance of graduate faculty involvement. Not only is this critical to the vitality of the program (e.g. the availability of and access to appropriate elective courses, advising, curriculum development, liaison to home units), but it is also necessary to avoid the possibility of being in violation of university regulations. This because the authority to award the GTTL certificate was granted "to the graduate faculty of the Interdisciplinary Global Trade, Transportation, and Logistics Study Committee" (See Appendix D, December 24, 1996 letter from then President McCormick).

Unfortunately as of this review, no graduate faculty members are formally involved in the administration of GTTL and few if any are actively involved in any capacity. The administration of GTTL has long ago evolved to staff directors while the graduate faculty committee which was granted authority to award certificates has become inactive. Even beyond the issue of governance, this has contributed to other issues such as increased difficulty for students seeking to gain access to desired elective courses outside their major.

In fairness, GTTL was one of the first interdisciplinary certificate programs created at the university under relatively new graduate school policies, and there was little guidance as to how these new programs should be administered. While no section in the program review materials specifically addresses the issue of program administration, it appears that the role of the faculty Interdisciplinary Global Trade, Transportation, and Logistics Committee (IGTTLC) was lost early in the program's history. GTTL was originally housed in the School of Marine Affairs with Professor Marc Hershman as Chair of the IGTTLC. Early on, Professor Hershman hired Jess Browning to be GTTL Director. As Director, Browning led the administration of the program. For example, the 8/28/97 course application for GTTL 501 (the Core I course) was signed by Jess Browning as "Chair of submitting department" although he was not a faculty member (he had a staff appointment).

Staff leadership of GTTL has continued throughout its history. Unfortunately, without an active IGTTLC the critical participation of graduate faculty has quickly disappeared. As current Director Greg Shelton put it in an interview, "The faculty committee took a hiatus" and "the original members fell by the wayside." In 1999/2000, Jess Browning retired from the university and Tom Schmidt, Associate Professor of Business

Administration, became Director of GTTL. Greg Shelton became Assistant Director and the chief administrator of GTTL. By this time, the IGTTLC was essentially inactive and the primary role of participating faculty (other than Professor Schmidt) was to accept a few GTTL students in their classes. Even this role has become increasingly difficult as appropriate classes are no longer taught and finding space for non-majors in the remaining classes has become more difficult (what GTTL calls in its materials "curriculum attrition"). Recently, GTTL has attempted to address this issue by creating its own GTTL electives (see comments below).

With Tom Schmidt "retiring" as GTTL Director effective September 2005, Greg Shelton has stepped into the Director's position. In practice (like Jess Browning before him), Director Shelton has been administering GTTL for the past six years. While he has done an admirable job on the day-to-day operational aspects of the job, he has not been able to gain graduate faculty status for himself nor attract graduate faculty involvement from across the campus. The GTTL web page at http://depts.washington.edu/gttl/people.htm lists numerous "Affiliate Faculty," but the committee did not find any of these people to be currently active in GTTL. At the most recent GTTL Board meeting in April 2005, only four graduate faculty attended and only one, Professor Schmidt, indicated to the committee an ongoing involvement with GTTL (the other three were J.W. Harrington, Professor and Chair, Department of Geography; Deborah Porter, Associate Professor, Jackson School of International Studies and Scott Rutherford, Professor and Chair, Civil and Environmental Engineering).

A related set of challenges to GTTL concern the availability and use of resources. GTTL states that it is "probably underfunded and understaffed, especially in the face of the aforementioned curriculum attrition and efforts to provide relief." It requests an additional $24,000 per year, $9,000 of which would go towards the teaching of a dedicated GTTL elective on Aviation and Air Cargo. Yet the program currently receives nearly $150,000 per year which equates to approximately $10,000 per graduate (133 students have received a GTTL certificate since 1996). Considering that this is the cost for a 20 credit certificate that augments and overlaps existing degree programs, it is difficult to justify the existing expenditure, let alone increase it.

In addition, the fundamental concept of an interdisciplinary certificate program is to draw on existing strengths and resources of units across the university, not pay to create new GTTL courses or hire new instructors to address the lack of those strengths and resources. This brings us back to the lack of involved graduate faculty and their units, since involved faculty and units would bring with them access to existing courses and activities that could help meet GTTL programmatic needs.

VI.   Recommendations

The following recommendations are broken down into two groups: (1) recommendations directed primarily to the GTTL program and (2) recommendations directed primarily to the Graduate School.

a.   Program Recommendations

1. Revitalize Graduate Faculty Involvement

As discussed above, revitalizing graduate faculty involvement in GTTL is critical to the program's future. The primary vehicle for this involvement is the Interdisciplinary Global Trade, Transportation, and Logistics Committee. With the retirement of Professor Schmidt from GTTL, the first and most pressing need is a committed, senior faculty member who is willing to Chair the IGTTLC and able to spearhead the outreach effort which must occur to the numerous relevant units and faculty across campus. At minimum, this person must be a member of the graduate faculty with sufficient expertise and accomplishment to effectively represent GTTL among the large and growing university communities working in the general area of "global affairs" (including not only the relevant departments and schools, but also key interdisciplinary efforts and initiatives such as the new office of Vice-Provost for Global Affairs, the new Department of Global Health, the Mark Lindenberg Center, the Interdisciplinary Program on Humanitarian Relief, the Network Of Interdisciplinary Initiatives, etc.).

With a committed senior faculty leader in place, GTTL must then attract a group of active, interdisciplinary faculty from relevant units and specialites who are willing and able to contribute on a regular basis to strategic programmatic decisions, management of curriculum, course instruction, student advising, etc. To accomplish this, GTTL must offer opportunities not only to students, but also to faculty working in this area. In other words, faculty must see their involvement with GTTL as a way to achieve goals that they couldn't otherwise achieve by themselves. To accomplish this, there must be a critical mass of involved faculty and they must be responsible for the strategic direction of the program.

2. Return Primary Governance to the Interdisciplinary Graduate Faculty Committee

An active IGTTLC is a prerequisite to an effective (and perhaps legal) GTTL governing structure. Curricular and other strategic program decisions are appropriately made by faculty, and an active, empowered committee will help generate ongoing faculty involvement. Ideally, the members of the interdisciplinary faculty committee should function like a department faculty, the committee chair should function like a department chair and the staff should support the ongoing operational needs of the program under the guidance of the faculty and chair.

If sufficient faculty from across campus cannot be found to establish such a committee, then there is reason to question the viability of the GTTL program. This would not mean that the area is not a vital one (it is), nor would it mean that the current staff members are not doing a good job (they are); it would only mean that sufficient interest and resources within existing units across campus does not currently exist to adequately support this program.

3. Revitalize Academic Unit Involvement

Another benefit of an active IGTTLC is that faculty members of this committee can become strong liaisons to their home units. Over the past few years, GTTL has had considerable difficulty in formalizing stable, mutually beneficial relationships with relevant units across campus. The IGTTLC should take the lead in establishing these relationships with their various units.

The expertise and activities of IGTTLC faculty members, combined with that of participating industry board members and program students, would constitute a strong resource that GTTL could offer in exchange for access to classes, recruitment of students, and use of other resources within relevant campus units. GTTL should work to establish a roster of supporting campus units, with a signed, formal agreement being the cornerstone of membership on that roster.

4. Reconsider Curricular Initiative to Provide GTTL Electives

It is reasonable to expect that each IGTTLC faculty member will teach at least one course on a regular basis that fulfills the elective needs of the GTTL students. With these courses, plus other course made available by supporting departments and schools, there should be no need to use precious GTTL resources to create and staff dedicated elective courses. GTTL should abandon its current plans to create unique GTTL elective courses with paid instructors.

b. Graduate School Recommendations

1. Clarify Governance Guidelines for Certificate Programs

The Graduate School needs to do a better job of clarifying and enforcing the governance guidelines for certificate programs operating under their jurisdiction. The Graduate School should more closely monitor the governing body of each certificate program, assuring active participation of its members. When, for example, the graduate school receives a course proposal that is not signed by the chair of the governing body, it should be returned, not approved. Similarly, the Graduate School should not appoint a new staff director of a certificate program without knowing who that director reports to (i.e. the chair of the governing body).

In the case of GTTL, there has been confusion surrounding the governing body. The President's letter establishing GTTL assigns that role to an interdisciplinary faculty committee, and the establishment and functioning of such a committee is governed by Graduate School Memorandum No. 5. Unfortunately, when such an entity is given authority and resources to provide a graduate certificate program (particularly in late 1996 as was the case with GTTL), there are few concrete guidelines for the administration of that program. Guidelines for Graduate Certificate Programs (available at http://www.grad.washington.edu/Acad/GradCertificate.htm) were adopted in 1999 and revised in 2002. Unfortunately, perhaps due to the diversity of existing programs (there are currently seventeen), these guidelines provide only minimal direction and, in some cases, may be unclear for a given situation.

For example, some of the GTTL governance issues may stem from lack of clarity and consistency across the Guidelines, Memorandum No. 5, and the President's letter establishing the program. The guidelines require an "advisory board… consisting of faculty from the University and, where appropriate, representatives of the professional community." This board is different from the "interdisciplinary program committee" established under Graduate Memorandum No. 5 which consists only of "faculty members from more than one department, school, or college." The Guidelines state that "the board may define target audiences, admissions standards, the curriculum and, on an ongoing basis, monitor the progress and quality of the program." In addition, "a graduate certificate program will have published minimum admission standards established by the program advisory board." Yet the President's letter gave authority not to an advisory board, but to an interdisciplinary program committee. The nature and roles of faculty committee and advisory board are not clear and, in the case of GTTL, this has contributed to governance issues.

2. Consider Housing Related Programs Under a Single Interdisciplinary Graduate Faculty Committee

As GTTL has found, it can be challenging to recruit and maintain active faculty members for an interdisciplinary committee. Faculty members have home department and college obligations along with the more self-generated activities in their chosen specialty areas. Adding the demands of an interdisciplinary group can be challenging (especially when the primary motivation for initial involvement is a request from the Provost's Office).

The Graduate School might consider that a single faculty committee with larger scope could administer more than one certificate program. For example, could a single committee oversee both GTTL and International Development Policy and Management? Perhaps having a single interdisciplinary committee for a given area (e.g. Global Affairs) rather than tied to a specific certificate program would lead to more vital, empowered committees that would generate greater faculty excitement and involvement. Ideally, faculty would seek involvement rather than having to be recruited.

3. Consider Housing Faculty Lines that Support Interdisciplinary Programs in the Graduate School

If it is deemed desirable to establish, under Memorandum No. 5, "higher level" interdisciplinary faculty committees representing key cross-campus interdisciplinary areas, then it may also become appropriate to consider hiring outstanding interdisciplinary faculty who would lead and make major contributions to these interdisciplinary groups. While traditionally at UW such faculty have had to have one or more disciplinary home units, it would be reasonable to consider housing them within the Graduate School (i.e. make the Graduate School their home unit).

4. Employ a Staged Approach to Determining the Program's Future

For the specific case of GTTL, we recommend that the Graduate School employ a staged approach to addressing our recommendations and determining the programs' future. Following is a potential series of stages and deadlines that might be used:

1. Identify an appropriate new Chair of the Interdisciplinary Global Trade, Transportation, and Logistics Committee	Target Date: May 1, 2006
2. Identify graduate faculty from the relevant units (e.g. Jackson School, Business, Marine Affairs, Public Affairs, Civil Engineering, Industrial Engineering) as committee members	Target Date: July 1, 2006
3. Demonstrate an active Interdisciplinary Global Trade, Transportation, and Logistics Committee that contributes to and governs GTTL	Target Date: September 1, 2006
4. Develop formal agreements with relevant supporting units across campus	Target Date: December 1, 2006
5. Identify a stable set of courses without subsidized GTTL electives	Target Date: February 1, 2007
6. Program review	Target Date: March 15, 2007

Under this schedule, GTTL would be re-reviewed one year from now. In addition to the issues listed above, this review should consider other issues identified here, such as cost per certificate granted.

Appendix A: Site Visit Schedule

Monday, November 28
7:00 pm   **Review Committee Working Dinner**

Tuesday, November 29
Paul Allen Center AE 108

8:30 – 9:30 a.m.   Breakfast with **Gregory Shelton**, GTTL Program Director
9:30 – 10:00   **Elizabeth Feetham**, Associate Dean, Graduate School
10:00 – 10:45   **BREAK**
10:45 – 11:15   **Program Staff**
                             Nicole Feodorov, program manager
11:15 – 11:45   **Christopher Fidler**, Lecturer, International Business, Marketing and
                        International Business
11:45-12:00   **BREAK**
12:00 – 1:00   **Lunch with certificate students**
1:00 – 2:00   **Thomas Schmitt**, Associate Professor, Operations Management and
                        Management Science [by phone]
2:00 – 2:30   **Jess Browning**, Affiliate Professor, Civil Engineering, former GTTL Director
2:30 – 3:00   **BREAK**
3:00 – 3:30   **Scott Rutherford**, Professor and Chair, Civil and Environmental Engineering
3:30 – 4:00   **Joe Mahoney**, Professor, Civil and Environmental Engineering
4:00 – 4:15   **Gary Farris**, Administrator, The Graduate School

6:30pm   **Review Committee working dinner**:

Wednesday, November 30
032 Communications (Graduate School Conference Room)

8:15 – 9:15   **Review Committee executive session/breakfast**
9:15 – 10:00   BREAK
10:00 – 11:00   Executive session
11:00 – 12:00   Executive session/Lunch (boxed lunches catered to 032 Communications)
12:30 – 1:30   **Exit Interview** (**032 Communications**)
                             Phyllis M. Wise, Provost and Vice President for Academic Affairs
                             Suzanne T. Ortega, Dean, The Graduate School
                             Melissa A. Austin, Associate Dean for Academic Programs,
                                  The Graduate School
                             Ana Mari Cauce, Executive Vice Provost, Office of the Provost
                             Gregory Shelton, Director, GTTL Certificate Program
                             David Canfield-Budde, Academic Program Specialist, The Graduate
                                  School
1:30 – 2:30   **Exit Interview** (**032 Communications**)

As above; no program representatives.

Appendix B: GTTL Core Courses

Core Courses

The core courses -- GTTL 501 and 502 -- provide an overview of the academic theories, political-economic structures, industrial dynamics, public policies, and strategic issues concerning the study, business, and regulation of global trade, transportation, and logistics.

- **Core I (GTTL 501) - Global Logistics Management** (4 credits): This course introduces students to the basic concepts and substance of trade, transportation, logistics,and supply chain management, introducing students to interdisciplinary dynamics and relevant literature. This course also helps guide students in their selection of electives that match their specialty and interests. Offered in Autumn as GTTL 599 and in Winter as GTTL 501.
- **Core II (GTTL 502) - Seminar in Global Trade, Transportation, and Logistics** (4 credits): This interdisciplinary seminar is designed in conjunction with the annual GTTL Conference to be held at the conclusion of spring quarter. A research paper relevant to the given theme of the conference is completed by student teams for presentation at the conference. Offered in Spring.

Appendix C: GTTL Recipients by Department/College

Department	Last Name	First Name	Certificate Received	Current Employment
Civil Engineering	Argue	Irene	1996	
Civil Engineering	Backus	Andrew	1999	
Civil Engineering	Barnes	Jennifer Ann	2001	
Civil Engineering	Berry	Kimberly A.	2004	
Civil Engineering	Boshart	Randy L.	2005	King County Metro Transit
Civil Engineering	Chang	Kevin	1998	
Civil Engineering	Eckstein	Adrienne	1998	
Civil Engineering	Gaskill	Craig	1997	
Civil Engineering	Hughes	Justin Michael	2005	Burlington Northern Santa Fe
Civil Engineering	Juvva	Naveen K.	2002	
Civil Engineering	Kuo	Cathy	1999	
Civil Engineering	Li	Jianhua	2005	
Civil Engineering	Lunsford	Gregory	1998	
Civil Engineering	McCulloch	James	1997	HNTB
Civil Engineering	Namdar	Sielen	1999	CH2M Hill
Civil Engineering	Nee	Jennifer	1997	
Civil Engineering	O'Brien	Eric	1999	
Civil Engineering	Queen	Steve	1997	Port of Seattle – Marketing Manager: Containers
Civil Engineering	Reyes	Monica J.	2002	Washington State Transportation Department
Civil Engineering	Rice	Mian	1996	CH2M HILL
Civil Engineering	Walter	Kimberly	2002	United States Army
Civil Engineering	Westby	Karl	1997	Boeing
Civil Engineering	Wilson	Kathleen	1998	
Civil Engineering	Yim	Marylin	2000	
Civil Engineering	Young	Rhonda	2001	
Civil Engineering	Zhang	Xiaoping	2002	DKS Associates
Civil Engineering	Zheng	Jianyang	2004	
Communications	Torres	Marcos C.	2004	
Construction Mgt	Lee	Brett Allen	2004	

Economics	Lutz	William	1997	
Education	Bittner	Michael	1997	Odyssey/Cal Maritime
Education	Collier	Kay	1997	
Engineering	Aljure	Emilio	1999	
Engineering	Reed	Anthony	1998	
Engineering	Voth	Mark D.	2002	
Forest Resources	Roos	Joseph A	1999	Professor at Cintrafor
Geography	Andreoli	Derik	2005	
Geography	Leung	Angela Ka Ming	2001	
Geography	Llobrera	Joseph T	2002	
Geography	Montejano	Robb	1997	
Geography	Oshiro	Carrie	1997	SverDrup Engineering
Geography	Peet	James	1997	
Industrial Engineering	Bheem Reddy	Abhilash Reddy	2005	
Industrial Engineering	Chen	Yu-Jen	2004	Exel – Business Development
Industrial Engineering	Ho	Jennifer Lisa	2005	
Industrial Engineering	Kotleba	Stephen A.	2005	
Industrial Engineering	Kumar	Naveen	2004	
Industrial Engineering	Lu	Roberto Francisco-Yi	2005	The Boeing Company
Industrial Engineering	Sanjaya	Eric	2004	
Industrial Engineering	Toktas	Berkin	2003	
Industrial Engineering	Tzou	Da-Nian	2004	
Industrial Engineering	Vijayakanthan	Aswathaman	2004	
Industrial Engineering	Xia	Junsheng	2004	
JSIS	Barzdukas	Danius	2001	
JSIS	Henry	Michael	1999	
JSIS	Herrmann	Gudrun	2003	
JSIS	Kirilov	Mina	2003	
JSIS	Mody	Priti	1999	Center for Workforce Development
JSIS	Peng	Meng-huai	2005	
JSIS	Vuong	Cathy	2000	
JSIS	Wright	Robert	1997	
JSIS - CH	Kalthoff	Brian	1999	Safeco
JSIS - China Studies	Edwards	Mike	1996	
JSIS - China Studies	Geers	Jeanne	1997	
JSIS - China Studies	Harman	Joshua	1999	
JSIS - China	Perkins	Laura	1999	United States

Studies				Government
JSIS - China Studies	Shwed	Bob	1999	
JSIS - China Studies	Williamson	Elise	1999	United States Government
JSIS - Japan	Yetman	Jill M. Jones	2002	UW Office of Research – Web Manager/Developer
JSIS - RECAS	Pafford	Kenneth	1997	
JSIS (BA) & MBA	Roy	Lance Chris.	2004	
JSIS/Public Affairs	Devore	Jennifer Ann	2000	City of Seattle Budget Office – Fiscal and Policy Analyst
JSIS/Public Affairs	Voight	Lisa Marie	2001	
JSIS/Public Affairs	Yuan	Wanli (Lily)	2004	Port of Seattle
JSIS-China Studies	Ta	Trang X.	2001	PhD Anthropology
JSIS-China Studies	Weiss	Brian	1997	
Law	Baldemor	Randolf	1999	
Law	Brosnan	Teresa	1998	
Law	Goedde	Patricia	1998	
Law	Mathews	Nicholas Tristia	2002	
MBA	Chiang	Wen-Hsin (Sharon)	2005	Intermec Technologies Corporation – Inventory Analyst
MBA	Clemente	Claudia	2005	Alaska Airlines – Senior Analyst
MBA	Crowder	Andrew	1997	Nichirei Foods
MBA	Hansen	Eric A.	2002	ShipLogix
MBA	He	Christy Yuanye	2004	
MBA	Hister	Jonah	2004	
MBA	Hsieh	Ching-Jou	1999	
MBA	Hughes	David	1998	
MBA	Lim	Lee Shern	2004	
MBA	Mahy	Heidi	2004	
MBA	Ng	Wuay Ming	1999	
MBA	Nord	Lasse	1997	
MBA	Ranganath	Sangeetha	2002	Amazon.com - Carrier Integrations in Transportation
MBA	Ritter	Ryan	2002	
MBA	Roubal	Scott	2003	
MBA	Wingerd	Gary	2003	
MBA - Bothell	Lee	Hanna Gia	2005	
MBA - Tacoma	Hudspeth	Pete	2003	United States Army/National Guard: Logistics
MBA/MAIS	Stottlemyre	Mark R.	2003	

Public Affairs	Cooney	Michael F.	2004	United States Customs SVC
Public Affairs	Dailey	James	1998	
Public Affairs	Del Ciello	James	1998	Snohomish County Council – Legislative Analyst
Public Affairs	Eastby	Jeff	2000	
Public Affairs	Gamble	Hayley	2001	Washington State Senate Transportation Committee - Analyst
Public Affairs	Geiger	Erin M.	2005	
Public Affairs	Hathaway	Theresa Louise	2004	
Public Affairs	Lin	Steven Shih Kae	2005	
Public Affairs	Maiers	Christina Barbara	2005	
Public Affairs	Mariano	Edie-Mae	1998	
Public Affairs	Pan	Kojay	1999	Seattle University
Public Affairs	Reynolds	Margaret V.	2005	
Public Affairs	Webster	Marc	2001	
Public Affairs	Wickward	Kathryn	1998	
SMA	Balwani	Seema	2001	
SMA	Case	Gregory	1999	Private Ferry Company
SMA	Fagan	Linda	1999	USCG
SMA	Hanson	Eric	1997	Port of Seattle
SMA	Kim	Changkyun	2004	
SMA	Kopp	Joel	2001	
SMA	Kruth	David	1996	NOAA
SMA	Larese	Jason Paul	2001	
SMA	Lee	Dong Hyon	2002	
SMA	Matthews	Evan	2001	Port of Seattle
SMA	McDonald	Ross	2002	FOSS Environmental
SMA	Murray	Andrew B.	2005	Totem Ocean Trailer Express (TOTE) – Captain on the S/S Great Land
SMA	Olmstead	Don	1997	
SMA	Radziwanowicz	Len	1996	USCG
SMA	Sturgis	Linda A.	2004	USCG
SMA	Tucci	Andrew E.	2004	USCG
SMA	Weiss	Joe	2001	Elation Maritime
SMA	Woodley	Christopher	1999	USCG
SMA	Young	Mark S	2005	
SMA, Law	Gritzka	Didrik Lehman	2003	