



UNIVERSITY OF WASHINGTON

DEPARTMENT OF CHEMICAL ENGINEERING

August 4, 1998

Dean Marsha L. Landolt
Graduate School
UW
Box 352140

Dear Dean Landolt:

On behalf of the Review Committee for the IUDPG PhD Program, I am transmitting the Committee's Report. The members of our Committee have individually read the report and concur with the findings and recommendations of the final report. The local members of the committee would be pleased to meet with you, if you require any further elaboration on our report.

We would like to express our appreciation to the faculty, staff, and students of the IUDPG for their cooperation during the Committee's site visit and also to thank the Graduate School staff for the support provided to the Committee during our work.

Sincerely yours,

A handwritten signature in black ink that reads "J. Ray Bowen".

J. Ray Bowen

Cc: Dean J. Finrow
Associate Dean J. Slattery
Vice Provost Friedman

REPORT OF THE REVIEW COMMITTEE
OF THE DOCTORAL PROGRAM
OFFERED BY THE
INTERDISCIPLINARY URBAN DESIGN AND PLANNING GROUP

August 4, 1998

Committee Members:

J. Ray Bowen, Professor, Department of Chemical Engineering (Committee Chair);
Meredith L. Clausen, Professor, Art History Division and Department of Architecture;
W. David Conn, Professor and Special Assistant to the Provost, VPI & State University;
Timothy Larson, Professor, Department of Civil Engineering; and
Robert W. Marans, Professor, Urban and Regional Planning Program, University of
Michigan-Ann Arbor.

INTRODUCTION

In 1989, the Graduate School (GS) initiated a review of the degree programs (MUP and Ph. D.) offered by the Department of Urban Design & Planning (DUDP). In the summer of 1989 the review committee reported its findings and recommendations to the GS. The committee expressed concern for faculty teaching loads, low research productivity and insularity of DUDP faculty, the quality of the Ph. D. program, and the lack of leadership and of support of DUDP by the Dean of the College of Architecture and Urban Planning (CAUP).

Recommendations of the 1989 review committee relevant to the current review include:

- the thesis requirements of the MUP program should be eliminated,
- DUDP faculty teaching loads should be reduced by rationalizing the content of their courses and by taking advantage of relevant courses that are more appropriately taught in other departments,
- DUDP faculty (and implicitly its Ph. D. students) should develop much stronger intellectual connections to the rest of the University,
- the Dean of CAUP should take steps to raise the quality of the Ph. D. in Planning, and
- the doctoral program should be granted provisional status for five years.

The two external reviewers supported the report of the committee but each offered a divergent view of the future focus of the Ph. D. in Planning and, concomitantly, the future research areas of the DUDP faculty. One proposed the development of "...skills at the planning/design juncture: land planning, environmental psychology, spatial design and ecology, the economics of land development, etc." The other; of skills in applied social science theory and analysis.

The Graduate School Council (GSC), on June 7, 1990 endorsed the review committee's recommendations as they pertain to the MUP but recommended the formation of an Interdisciplinary Graduate School Group that would assume responsibility for the Ph. D. in Urban Planning. On October 30, 1990, GS Dean Woodruff recommended to Provost Wilkening the implementation of the GSC's recommendations.

08/04/98

On December 18, 1991, the interdisciplinary committee for the Ph. D. in Urban Planning reported its recommendations for a "program of study leading to the Ph. D. in Urban Design and Planning." On June 30, 1992, the Dean Woodruff forwarded to Provost Wilkening a recommendation for "the transfer of degree-offering authority for the Ph. D. program from the Department of Urban Design and Planning to the Interdisciplinary Urban Design and Planning Group. The modified degree-offering authority would be given provisional status with a review by the GS in the 1997-98 academic year."

This committee was appointed on April 21, 1998 by GS Dean Landolt to conduct a review of the doctoral program offered by the Interdisciplinary Urban Design and Planning Group (IUDPG). As background the committee was given relevant documents, including the self-study prepared by the IUDPG Director and the 1989-92 review documents. Prior to the site visit, the internal members of the committee met to discuss the focus of the committee's inquiry and, after consultation with the two external members of the committee, formulated the following questions to define the scope of our inquiry:

1. *What is the evidence that IUDPG goals set as a consequence of the last review have been achieved?*
2. *Whether student educational interests are well served by IUDPG?*
3. *What is the degree of faculty satisfaction with, and commitment to, IUDPG?*
4. *Whether IUDPG and its faculty are well regarded by its academic and professional peers?*
5. *Whether the IUDPG faculty members have agreed to well-defined vision - and have adopted realistic, achievable, and focused goals, which support that vision?*
6. *Whether the current administrative structure is sufficiently supportive of IUDPG and best serves, in the long term, the continuing development of the Ph. D. in Urban Design and Planning?*

The findings of the committee will be framed as responses to these questions.

THE SITE VISIT

The review committee, at its site visit on May 28 and 29, 1998, gathered information by:

- interviewing IUDPG faculty and students, its Director, its former Director, and its administrator and
- meeting with the Dean of CAUP and its former Dean (The latter is now Mayor of the City of Seattle.).

The committee chair and the two external members of the committee also toured DUDP facilities in Gould Hall. In the course of the site visit, the committee interviewed 13 of the 36 faculty associated with the IUDPG and 4 of its 14 doctoral students.

Unfortunately, the subset of graduate students appearing for the interview did not include any foreign students, whose perspective on the program may be different

08/04/98

because their objectives and needs diverge from those of American students. While the committee might have preferred to meet with more faculty and students, it is reasonably confident that any further discussions would not have caused substantive changes in its assessment of the IUDPG doctoral program.

At the end of the site visit, exit interviews were held with:

- the IUDPG Director, members of its Steering Committee, Dean Landolt, GS Associate Dean Slattery, and Associate Provost Friedman to review, and receive feedback on, its preliminary findings and recommendations and
- the GS Deans and the Associate Provost, in executive session, to discuss personnel matters relating to the Director and the Steering Committee.

FINDINGS

At the outset, the committee would like to state that the performance of the current IUDPG Director has been exceptional. Under his leadership, substantial progress has been made in addressing the concerns, and the recommendations, of the 1989 review committee. He has devoted considerable energy to enhancing the Ph. D. curriculum, to building a resource base for student support, to student recruitment, and to drafting strategic options for consideration by the IUDPG Steering Committee. As DUDP Chair, he has used departmental resources to support PhD level graduate instruction and research by DUDP faculty and presumably to reward that faculty for their efforts in this regard.

Since the site visit, we have learned that he has accepted a position at the University of Arizona. As the IUDPG Director also served as Chair of the DUDP, replacements must be sought for both positions. Input received in our interviews suggests that it would be advisable to conduct a national search for the departmental Chair. The GS and CAUP Deans may wish to consider whether the new Chair should also serve as the IUDPG Director.

What is the evidence that IUDPG goals set as a consequence of the last review have been achieved?

The GS, in establishing the IUDPG and assigning it responsibility for the UDP Ph. D. program, embarked on a plan to facilitate the rehabilitation of that program. If that objective were to be achieved, the provisional status of the doctoral program would be rescinded, and the program would revert to the DUDP. The committee finds that substantial progress has been made towards this objective.

The IUDPG has helped DUDP faculty to establish stronger connections to faculty in other academic units. The rationalization of the MUP curriculum, and the substitution of an independent project for a thesis for the MUP, has reduced the MUP instructional load on DUDP faculty. In principle, this should enable the faculty to devote more of their energy to doctoral student instruction and research. As the DUDP faculty have not been successful in securing incremental extramural research funding, it appears that the DUDP faculty have not taken maximum advantage of this opportunity.

Graduate School support of the program has enabled it to be competitive in the recruitment of graduate students and has facilitated the recruitment of a cadre of outstanding junior faculty. The Dean of CAUP has provided the necessary resources for the appointment of those junior faculty in the DUDP. In one instance, a joint

appointment with the Graduate School of Public Affairs has enable the Dean of CAUP to leverage resources invested in DUDP faculty appointments.

Despite these indications of progress, the committee believes that it would be premature, for reasons outlined subsequently, to remove the provisional status of the IUDPG doctoral degree or to return responsibility for the program to the DUDP.

Whether student educational interests are well served by IUDPG?

When one considers the number of faculty participants in the IUDPG, the number of graduate students enrolled in the doctoral program seems paradoxically small. The low enrollment occurs, in part, because of the size of the applicant pool is small. Qualified applicants are expected to have either undergraduate or masters degrees in planning. Another factor has been the reluctance of faculty participants whose primary appointments are outside of DUDP to commit extramural funds for the support of IUDPG PhD students. The committee is concerned that it is difficult to sustain a healthy learning environment for graduate research at the present levels of enrollment.

The number of doctoral students currently enrolled in the program is also less than the "critical number" needed to warrant the continuing development of the IUDPG core curriculum. Despite efforts by the IUDPG faculty to enhance the core curriculum, our interviews suggest that the level of core courses may be too low and the courses may not be sufficiently challenging for doctoral students. As we did not examine the course syllabi, it is not possible for the committee to give specific advice as to possible areas for improvement of the core.

It should be noted that the current Director had doubled the number of admissions for the Ac. Yr. 1998-99 and believed that this higher level of admissions should be maintained for the foreseeable future. Both sustaining increased PhD student enrollments and also attracting highly qualified graduate students will be possible only if the DUDP faculty obtain the requisite extramural funding for support of doctoral research.

The four graduate student interviewees appeared to be generally satisfied with the program once a relation had been established with their Ph. D. advisors. However, it was clear from their comments that doctoral students concerns included the quality of mentoring for first year students, continuity and stability of financial support for graduate students, the paucity of extramural support for research projects, and lack of a group identity for IUDPG doctoral students.

It appears that students, without a well-defined notion of what one should do as a research student, may have difficulty in the program because of the lack of structure in the doctoral program. The Mid-winter Symposium should help engender a sense of community in the doctoral students. However, the dearth of space for doctoral student offices and a commons room in Gould Hall and the absence of a weekly graduate seminar (mandatory for first year students) also contributes to the sense of isolation expressed by graduate students.

Unfortunately, none of the students interviewed were foreign students. As a consequence, the committee is unable to comment on the experiences/concerns of students from abroad in the doctoral program. Our impression is that most of these students are supported from international grants or fellowships and, consequently, may not share the concern of American students for the stability of funding. They may also have more difficulty in coping with the unstructured nature of the doctoral program.

08/04/98

What is the degree of faculty satisfaction with, and commitment to, IUDPG?

The IUDPG draws on faculty resources from 12 schools/departments. Its faculty roster includes the names of 36 faculty; ten of whom hold faculty appointments in the DUDP. The annual IUDPG faculty meetings are not well attended. Faculty governance of the IUDPG is achieved primarily through the IUDPG Steering Committee, which meets regularly in the academic year. Members of the Steering committee were very supportive of the current Director and felt that he was proactive in his leadership of the Group. They recognized that further refinement of doctoral program was needed and that arrangements with allied departments to hire new faculty on joint appointments could be used to strengthen both the doctoral program and the DUDP. The Steering Committee recognized that the commitment of faculty on the IUDPG roster to the doctoral program was mixed. Both the Director and the Steering Committee expressed concern that the program had no resources to reward non-DUDP faculty for their contributions to the IUDPG efforts.

Our interviews with IUDPG faculty suggest that a substantial majority of the 26 from other departments may have no significant involvement in the ongoing affairs of the IUDPG. It also appears that the commitment of some senior members of the IUDPG faculty, who were active supporters at its inception, has waned. There is a perception among some faculty outside the DUDP that the DUDP faculty should be more aggressive in the development of the doctoral program and in the pursuit of extramural funding for support of research.

Faculty members, recently appointed to the DUDP, are very supportive of the IUDPG doctoral program. As they develop their research agenda and graduate courses and are fully integrated in doctoral education, they will play a central role in addressing the concerns noted by the doctoral students. One immediate and critical problem for DUDP faculty is the lack of adequate extra-mural research support for doctoral research.

Whether IUDPG and its faculty are well regarded by its academic and professional peers?

Individual members of the IUDPG faculty enjoy international recognition for their scholarship; several of the allied departments also are nationally recognized. However, the committee's impression is that the DUDP or the IUDPG doctoral program would likely not be ranked among the top half a dozen in a peer evaluation, at this point in time.

Because of the exceptional promise of recent faculty appointments in the DUDP, there is substantial potential for quality improvement in the doctoral program and for enhanced faculty research productivity. In time, one would expect that the program would become more highly regarded by its academic peers.

The Mayor of Seattle, and former Dean of CAUP, highly regarded DUDP faculty and was pleased with the service of several members of the DUDP faculty as advisors to the city planning offices. He suggested that there were opportunities for City-University research collaborations with DUDP faculty and doctoral students.

Whether the IUDPG faculty members have agreed to well-defined vision - and have adopted realistic, achievable, and focused goals, which support that vision?

As a consequence of the 1989 review, the focus of the IUDPG doctoral program was selected to be physical planning and urban design with five areas of specialization: land use, urban design, environmental planning, transportation planning, and urban planning history. The focus on physical planning is consistent with the recent ASCP Commission

08/04/98

on the Doctorate in Planning which specifically identified it as an area in which there would be a need for PhD graduates in the future. Some of the IUDPG specialization areas are well developed with defined competencies and have adequate faculty resources to sustain graduate education at the doctoral level. Environmental planning is not quite so far along in its development as the other areas of specialization are. As the recent retirements from the DUDP faculty had expertise in urban design and recent additions have expertise in planning, there has been a de facto, but perhaps unintended, de-emphasis of urban design in the department. Some consideration should be given to the balance between urban design and physical planning areas in future additions to the DUDP faculty.

The self-study presents elements of a vision and also of set of options for building the IUDPG and these areas of specialization. Unfortunately, the Steering Committee has not had an opportunity to discuss thoroughly these options and to participate in the refinement of Director's plan for the doctoral program. As it would be essential to have faculty "buy-in" on such proposals, the first order of "business" for the new Director would be to complete the planning process.

Whether the current administrative structure is sufficiently supportive of IUDPG and best serves, in the long term, the continuing development of the Ph. D. in Urban Design and Planning?

A Graduate School interdisciplinary group (GSIG) supports the development of a graduate degree program that does not fit neatly into an established school/department. It may serve as either an "incubator" for, say, a new doctoral program that, after a start-up period, will spin off to the appropriate school/college - or a "half way house" for, say, an existing doctoral program that requires special rehabilitation. In the view of the GS Dean, while the residence time of the graduate degree program under a GSIG may be indeterminate, it is not a permanent condition. Hence, the foregoing question is of some relevance for the IUDPG.

The broaching of this question clearly caused some anxiety in the minds of some of the concerned parties. Fiscal resources invested by the GS have been key to the revitalization of the doctoral program. If the GS were to return the PhD program responsibility to the DUDP, and if incremental fiscal resources were not allocated to the DUDP for program support, the doctoral program would be in jeopardy. Given the prospect for continuing austerity for the University at large, it is unlikely that the Dean of CAUP would be able to support the DUDP doctoral program, solely through internal re-allocation within the CAUP. Hence, the Provost, CAUP Dean, and GS Dean should come to an agreement on the funding of the reversion of the doctoral program to the DUDP

In the view of the committee, there are two compelling reasons for continuing the provisional status of the doctoral program under the responsibility of the IUDPG. First, despite the progress made to date, further enhancement of the doctoral program is required. The IUDPG faculty must come to some agreement on a strategic plan for achieving its vision, must solidify the core curriculum, and give some further definition and substance to the areas of specialization. Second, appointment of at least two research active faculty at tenured ranks in the DUDP is critical to the continuing development of the UDP doctoral program. One appointment would be slated as a replacement for the departing DUDP Chair/IUDPG Director. The other should be in the view of the committee used to add strength to research and instruction in urban design.

RECOMMENDATIONS

- *The provisional status of the UDP doctoral program should be continued under the responsibility of the IUDPG for a period not to exceed five years.*

Although substantial progress has been made in the re-structuring the doctoral program, continuation of provisional status is recommended to give the IUDPG faculty time to address the issues identified by this committee. The committee would have preferred a fixed shorter term, say of two years, rather than an indefinite term. An indefinite term, not to exceed five years, now seems appropriate given that a search must be instituted to identify a Chair for the DUDP and that the new Chair should participate in the development of the IUDPG strategic plan.

- *The Graduate School Dean should re-constitute the IUDPG faculty. Any person who is no longer actively supporting the program should be removed for the IUDPG faculty roster.*

This is a "truth-in-advertising" issue. Prospective graduate students and other interested parties should not be misled as to the level of faculty participation in IUDPG. This review should also be an opportunity to recruit "fresh blood" into IUDPG.

- *The IUDPG Director and Steering Committee should jointly prepare a vision and a strategic plan for achieving that vision.*

This step is essential to ensure to set the future course of the doctoral program. The plan should be focused and take into account the fiscal constraints on State support of higher education. As a consequence, it is expected that the plan will envision using extra-mural funds to leverage State funding. While it is beyond this committee's charge, the DUDP should also develop a strategic plan, which is fully integrated with IUDPG's plan.

- *The IUDPG Director and Steering Committee should work with the IUDPG program administrator and doctoral students to improve the core curriculum and to develop (and implement) a mentoring system for doctoral students, focusing especially on those in the first year.*

As noted in the findings, doctoral student enrollment is too low to support a fully autonomous core curriculum. Hence, IUDPG faculty should establish a core, which relies, in part, on introductory courses designed specifically for IUDPG PhD students and, in part, on introductory courses, required of doctoral students in allied departments. IUDPG students would benefit from interaction with graduate students from other departments, and IUDPG faculty would be able to contribute to the instruction in those "core" courses through team teaching. Mentoring of new graduate students is very critical to getting students off to a fast start and deserves greater attention than it appears to have been given.

- *The DUDP Chair should work with the Dean of CAUP to re-assign space in Gould Hall so that doctoral students will have both office space and a commons area. The DUDP faculty should encourage their graduate students to establish a weekly seminar.*

To create a community of scholars requires space for that community to exist and an intellectual environment to nurture new graduate students. Low morale, lack of identity, and sense of belonging on the part of the doctoral students, in part, is attributable to the

failure of CAUP to provide for their basic space needs and of IUDPG faculty to provide opportunities for their intellectual development. The weekly seminar should be managed by the DUDP graduate students and should be mandatory for first year PhD students. DUDP faculty should be encouraged to attend the seminar.

08/04/98

8 of 8

July 22, 1998

Marsha Landolt, Dean
The Graduate School
University of Washington
200 Gerberding Hall
Seattle, Washington 98195

Dear Dean Landolt:

This letter offers supplemental comments to the Report of the Review Committee of the Interdisciplinary Urban Design and Planning Group (IUDPG). As you know, that report was drafted by Professor Ray Bowen following our committee's deliberations and reviewed by me (and other members). It accurately reflects our findings and I concur with its recommendations. I might add that it was a pleasure to work with Professors Bowen, Clausen, Larsen, and Conn and to have the opportunity to visit your campus. I had heard much about UW and its urban design and planning program, and it was good to see and learn about both during my brief visit.

My supplemental comments about IUDPG's future cover the related issues of leadership, administrative location within the university, and faculty. As everyone seems to agree, Gary Pivo has been a key player in moving IUDPG in a positive direction since the 1989 review. His departure leaves a major gap, and it is doubtful whether there is anyone currently at UW who could step into his joint role as IUDPG director and as chair of CAUP's planning department. While it would be highly desirable to recruit someone from outside UW who had the same level of energy and commitment to IUDPG, as well as a willingness to administer and develop the department, it is unlikely that such an individual can be found within a year, yet alone by this fall. Under the circumstances, an interim director and chair will need to be selected. While it is not clear who this will be, it is clear that the person will have to relinquish time from his/her teaching and research agenda. That person will be in an unenviable position of having to "keep the ship afloat without moving it forward" until such time as a new person is hired who can play a leadership role in setting directions for the program and the department. Given this scenario, I would hope the Graduate School would consider alternative futures for IUDPG besides the one sketched out in our recommendations. One scenario would be to move the doctoral program into CAUP in 1999, administratively consolidate it with the DUDP while retaining its interdisciplinary character, and assign a doctoral program coordinator from within CAUP to work closely with the department chair. The new departmental chair would be recruited from outside the UW, would have major responsibility for the masters program and general oversight of the doctoral program, and participate in shaping its future along with the coordinator and other faculty.

Urban + Regional Planning
Master of Urban Planning (MUP)
Ph.D. in Urban, Technological, and
Environmental Planning (UTEP)

Phone:
MUP 734.764.1298
UTEP 734.763.3075
FAX: 734.763.2322

2000
Bonisteel Boulevard
Ann Arbor, Michigan
48109-2069

Dean Marsha Landolt
Page 2
July 22, 1998

My suggesting this alternative future is colored by my assessment of the current composition of the IUDPG faculty. While the list is long, there are relatively few who are active participants. Among those who do participate, most are senior faculty members and would probably participate, irrespective of where the doctoral degree was administratively located. Newer and younger faculty in geography and other departments are unlikely to be as involved as their more senior colleagues. This would be particularly true of untenured faculty members. In other words, it may be difficult to retain the university-wide, interdisciplinary nature of IUDPG over time. This is not necessarily bad if the department builds its faculty with more research-oriented hires to replace anticipated retirements. And the very nature of planning education involves input from geography, the other social sciences, engineering, business, and public policy.

Regarding new hires, it would seem that priority should be given to finding someone whose research and teaching bridges urban design and planning. At the moment, there is only one faculty member who comes close to doing this (Verez-Moudon). But one faculty member in this area does not warrant a program in urban design and planning. As I noted in my earlier comments on our draft report, the choice is fairly simple. Either beef up IUDPG's urban design component or change the name of the program.

It seems to me that the dean of CAUP needs to work more closely with DUDP and the IUDPG in the strategic planning for the future of planning education and research within the College and at UW. At the very least, he needs to have a better understanding of the nature of planning and planning education and, most importantly, how these relate to the disciplines that currently are represented by the IUDPG. At the same time, he needs to better understand the potential links between planning and the design professions of architecture and landscape architecture. Both would be critical to the future of urban design at UW in terms of professional practice and research.

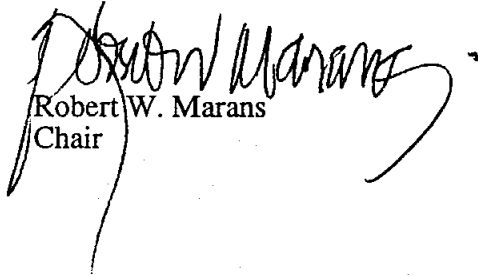
Finally, the call for training more faculty in physical planning and design in the ACSP report on doctoral education further argues for UW Ph.D. students having closer ties to CAUP. If this were to happen, care will be needed in developing an appropriate balance between the research interests of the architectural faculty and those of the non-design planning faculty.

Again, I appreciate the opportunity of serving as an external reviewer on the committee examining the interdisciplinary group in urban design and planning.

Dean Marsha Landolt
Page 3
July 22, 1998

Should you need elaboration of the above comments or have additional questions, please feel free to contact me.

Very truly yours,


Robert W. Marans
Chair

July 20 1998

Dean Marsha Landolt
University of Washington
The Graduate School
200 Gerberding Hall
Box 351240
Seattle, Washington 98195-1240

Dear Dean Landolt:

Thank you for giving me the opportunity to serve as an external member of the review committee for the Interdisciplinary Urban Design and Planning Group (IUDPG). I have now seen the draft report compiled by chair Ray Bowen, and I am pleased to say that I concur with its findings and recommendations. My only reservation stems from the fact that we heard nothing directly from any of the foreign students in the program, and consequently may have missed an important perspective altogether.

There are a few points that I would like to emphasize or expand upon. One has to do with the program's stated focus on physical planning and urban design. Despite some concern that the urban design component may be relatively weak at the present time (and consequently should be either strengthened or explicitly downplayed), it is important to recognize the program's contribution to meeting a demand for new faculty with specializations in "physical planning and design" that was identified in a commission report on the *Doctorate in Planning*, published in 1992 (as summarized in Appendix V of IUDPG's self-study).

That same commission report also emphasized the importance of advising and mentoring in increasing the likelihood of student success. It was therefore disturbing to hear the concerns of the four students whom we interviewed regarding the inadequacy of mentoring during the first year. If their concerns are truly representative, I believe that this is an area that warrants immediate attention. I have no problem with the fact that the program is relatively unstructured, giving the students maximum opportunity to pursue their own interests, but under these circumstances it is critical that they be assigned (or are helped to find) advisors from the beginning who are willing, able, and indeed enthusiastic about providing guidance.

Finally, as chair of the doctoral committee of the Association of Collegiate Schools of Planning, I have nurtured a particular interest in the manner in which PhD students are prepared for their future careers, both within and outside the professoriate. Specifically, I was eager to find out whether IUDPG students learn about the present structure of higher education in the US and elsewhere; about the dramatic changes that are currently taking place in higher education as the

result of shifts in demographics, economic and social structures, political expectations, technology, and other factors; about the knowledge and skills upon which they will need to draw if they choose to teach at the college level; and about the expectations that will be placed upon them for advancement in their chosen careers.

As far as I can tell, in this respect the IUDPG program does no better -- nor worse -- than most other programs with which I am familiar. There appear to be a growing number of opportunities for students to pursue the learning to which I refer, including classes on teaching skills offered by the Graduate School. However, I'm not sure how systematically students are exposed to these kinds of topics. Serving as a graduate teaching assistantship can be a valuable apprenticeship, for example, but it does not guarantee the acquisition of up-to-date knowledge and skills, especially if it is not carefully supervised. Although the committee was not specifically asked to review this aspect of the program, it is one to which I personally recommend that greater attention might be paid.

I hope that these comments, taken together with the committee report and any other input provided by my colleagues, will prove useful to IUDPG and to the University of Washington as a whole. If you have any further questions of me, please do not hesitate to ask.

With best wishes,

Yours sincerely,

A handwritten signature in black ink, appearing to read 'W. David Conn', written over a horizontal line.

W. David Conn
Professor & Special Assistant to the Provost