

# UNIVERSITY OF WASHINGTON

August 16, 2000

Marsha L Landolt  
Dean and Vice Provost  
The Graduate School

Jerry Finrow  
Dean, College of Architecture and Urban Planning

Dear Deans Landolt and Finrow:

Attached is the report of the Department of Urban Design and Planning Program Review Committee. This report has been read and approved by all members of the committee

The committee concluded that the Department is productively engaged in an important transition. We sought to help the Department succeed in making this transition by recommending a number of changes. Our numerous recommendations should be interpreted as constructive suggestions for strengthening the department.

On behalf of the review team, I want to thank both you and your staff members for facilitating our work and making our site visit so comfortable.

We are looking forward to the development of the Department and would be pleased to provide assistance with suggested interim review of curriculum reform.

Sincerely,



Robert G. Lee  
Professor, and Chair of the DUDP Program Review Committee

CC: Review Committee  
Enc: Review Report

## **Report of the**

### **University of Washington Department of Urban Design and Planning Program Review Team**

**June 2000**

**Avery (Pete) Guest, Department of Sociology**  
**Richard Klosterman, Department of Geography and Planning, University of Akron**  
**Robert G. Lee, College of Forest Resources (chair)**  
**Robert Plotnick, Daniel Evans School of Public Affairs**  
**William Siembieda, Department of City and Regional Planning, California**  
**Polytechnic State University**

## **Executive Summary**

As an academic unit, the Department of Urban Design and Planning offers a well-recognized Master's degree program that provides sound training. Its desire to focus a research agenda on urban ecology and environmental planning as related to the impacts of public policy choices and land use change is appropriate for the region. It also serves the state well in providing policy guidance related to spatial development and the environment. This research agenda also has application to national and international planning theory and practice. Thus, the direction of the Department is appropriate.

*The Review Committee recommends continuation of the Master's Degree in Urban Planning, but makes a number of suggestions for strengthening the program. In particular, the Committee suggests that the Graduate School conduct an interim review in the fall of 2001 to assure that the following changes have been implemented: (1) Complete the review and revision of core courses called for by the recent accreditation review, (2) Review and revise the content of the quantitative methods course, (3) Assess specializations to assure that they are adequately supported and satisfy course guidelines, (4) Review course sequences to eliminate overlaps in content, and (5) Develop and implement procedures for monitoring the content of studio courses to ensure that they meet student needs.*

The Department is currently in the midst of a transition from a traditional focus on the practice of urban design and planning to a more research-based emphasis on design and

planning issues related to urban ecology, real estate, natural hazard management, and growth management. This transition was interrupted and confused by the unexpected departure of the Department chair and a decision not to fill the chair's position until a new dean was in place. The Committee appreciates the difficulty of this situation and has developed a list of recommendations designed to suggest how the Department could best complete this transition.

While the primary role of the Committee was to assess the MUP program, the charge from the Dean of the Graduate School also asked the Committee to consider whether the Interdisciplinary Ph.D. Program in Urban Design and Planning should be moved from the Graduate School to the Department. *The committee recommends that the Ph.D. program continue in its present status under the control of the Graduate School, as it has since 1991. This status should be re-assessed at the end of five years.*

The Committee found that space was inadequate to support existing departmental functions. *The Committee recommends a thorough assessment of existing needs for space, as well as an assessment of needs that will emerge through projected growth in the Department's research program.*

A critical mass of faculty with research interests will be a sign that the Department has succeeded in making the transition. As a first step toward building a critical mass, *the Committee strongly recommends re-initiation of a search for an experienced and promising researcher and potential administrative leader after a new dean has been appointed.*

Also necessary for achieving the transition will be a number of improvements in internal operations, including: (1) *development and adoption of written policies and procedures for promotion, tenure, and merit review*, (2) *establishment of a process and expectations for mentoring of junior faculty*, (3) *greater involvement of students in faculty Departmental governance activities*, (4) *development and adoption of written procedures for internal Departmental operations*, (5) *development of faculty staffing plan*, (6) *re-engagement of the senior faculty in providing leadership for critical Departmental functions*, (7) *greater involvement of the Professionals Council in faculty discussions and internship placements*, (8) *continuation of the strategic planning process, with emphasis on making the difficult resource and curriculum choices needed to implement the strategic plan*, (9) *generation of greater financial support for students*, and (10) *recruitment of more graduate applicants of better quality.*

## **Process**

The review committee was formed and charged in January 2000 by Dean of the Graduate School, Marsha Landolt and Dean of the College of Architecture and Urban Planning, Jerry Finrow. (See Appendix A.)

The Department's self-study was delivered in late February. On March 8 internal members of the committee met with Dean Landolt, Dean Finrow, John Slattery, Graduate School Associate Dean for Academic Programs, and Beatrice Greenwald, Assistant to Dean Landolt. This meeting provided the committee with a detailed and specific charge for the review. (See Appendix B.) The committee was asked to review whether the Interdisciplinary Program in Urban Design and Planning should be returned to the Department. It was told that a review of the Department's undergraduate program in Community and Environmental Planning was not required.

Internal members of the committee met on April 3, and again on April 7 to prepare for the site visit. The April 7 meeting included discussions with Department Chair Frank Westerlund, Assistant Professor Marina Alberti, Associate Professors Dennis Ryan and Ron Kaspersin, Professor Dick Ludwig, and Professors Sharon Sutton and Anne Vernez Moudon along with John Carruthers (the last three appeared in their roles as members of the Interdisciplinary Ph.D. Program in Urban Design and Planning). Two addenda to the self-study were provided by Professor Anne Vernez Moudon (See Appendix C.)

Internal members of the committee used this information, together with assistance from Beatrice Greenwald, to develop a formal agenda for the site visit. (See Appendix D). The site visit was held on April 10 and 11. Two exit interviews were held. The first involved Chair Westerlund, Dean Finrow, Dean Landolt, Associate Dean Slattery and interested Departmental faculty members. The second interview was limited to the deans.

All members of the review committee wish to express appreciation to the many participants in this process. The self-study report was thorough and well-prepared. Administrators and faculty were generous with their time and forthcoming in answering questions. The administrative support of Beatrice Greenwald was especially helpful in streamlining the process and enabling the team to focus on issues of substance. We are pleased to contribute to the growing strength and reputation of the program.

## **Appraisal of Department**

As an academic unit, the Department of Urban Design and Planning offers a well-recognized Master's degree program that provides sound training. It has a long history of offering strong, practice-oriented scholarship in urban design and the physical aspects of urban and regional planning. Over a decade ago, it began to recruit and develop research-oriented faculty to complement its strengths in practice. As with all such transitions, traditional patterns and commitments competed with new initiatives. The Department Chair, Professor Gary Pivo, succeeded in holding these diverse directions together and leading the faculty to build new research strengths. Research emphasis on regional planning, including growth management and use of geographic information systems, made especially important contributions, both regionally and nationally. Faculty recruitment added important research strengths in urban ecology and environmental planning.

However, the Department suffered from Professor Pivo's decision to leave in 1998. The chair's departure exposed Departmental weaknesses that need attention. Perhaps the most important need is for senior faculty to re-engage in departmental leadership. Over the past years many senior faculty have moved out of active roles in the Master's program. This has left a leadership gap that must be re-filled.

Under the leadership of their current Chair, the Department is embarking on a series of new efforts that will demand a great deal of time and attention. New strengths will become more apparent as the Department incorporates a more research-oriented faculty in urban ecology, environmental planning, and real estate. The dual degree with the Evans School is a positive linkage, since it provides students with opportunities for developing and integrating expertise in public policy processes and planning. The new real estate specialization focuses attention on processes affecting the development of residential, industrial, and transportation infrastructure, including the interaction of land markets and land use planning. A new center focusing on disaster planning focuses on land use issues related to natural hazards such as unstable soil, floods, and seismic events. It has linkages to growing strengths in land use and urban ecology. The Department is blessed with many areas of expansion. These new areas, however, all require attention and articulation with the core Departmental mission and research foci.

How these new efforts link to existing established specialties in urban design and historic preservation is not clear. Reflection and programmatic statements regarding the future of all of these areas are needed. The University administration cannot provide answers to these questions for the Department. Even if additional resources are provided, the choices of future direction and internal operations lie with the faculty, and partially with the Dean. Thus, given the size of the faculty, some choices on future directions and the impact on the Department still need to be made.

The review committee recognized early in its deliberations that the Department was in the midst of an important transition, and that management of this transition had been interrupted and confused by the departure of the Department chair at a critical time in the Department's development. An understanding of—and strong support for—this transition conditioned our observations and recommendations. Much of what we conclude could be interpreted as a harsh assessment of the Department and its programs unless taken as constructive suggestions for helping the Department to complete this transition.

### **Principal Findings and Recommendations**

#### ***Space Needs:***

The 1998 Graduate Review Committee of the Interdisciplinary Ph.D. Program in Urban Design and Planning found that the Department is extremely short on space. We also found that space is inadequate, perhaps even more so today. *We recommend a thorough assessment of existing needs for space, as well as an assessment of needs that will emerge through projected growth in the Department's research program.* Recent Departmental success in obtaining research grants has necessitated the conversion of office and classroom space to research facilities. These research projects have been “squeezed” into sub-optimal locations in terms of space and facilities.

Inadequate space is a chronic problem throughout academic units in the University of Washington, but is starkly evident in the College of Architecture and Urban Planning. The home building, Gould Hall, was clearly designed for a technologically simpler time; the development of electronic, especially computer-based, education has put heavy pressure on space throughout the building. While computer facilities have been established, they are often very crowded, with small amounts of working space around each machine. In addition, studio areas, crucial for laboratory work in design issues, are

typically intermingled with computer facilities. Students often lack the necessary “turn-around” space to work on their projects.

While there is apparently some discussion of expanding the size of Gould Hall, it appears that the possibilities are somewhat limited and will not satisfy existing needs. The Department may need to look for space elsewhere on campus. This space shortage will become more limiting over time as the Department makes the transition to a larger and more active research program. The most immediate need will arise from the proposed hiring of two new faculty members in real estate.

One of the major costs of crowding in Gould Hall is the removal of space for communal meeting rooms and offices, especially for graduate students. There is a large central plaza on the main floor of Gould Hall for individuals to meet, but graduate students have very limited private cubicle or office areas, and the various Departments lack communal lounge space where students and faculty can meet informally or in structured situations.

Review committees, including our team, have noted the high levels of estrangement that frequently seem to characterize interpersonal relationships in the Department. Provision of more communal and office space may help alleviate this situation.

### ***Faculty Recruitment:***

The Department currently lacks a critical mass of faculty needed to stimulate productive interaction of scholarly research activity. A critical mass is essential for encouraging exchange of ideas, research collaboration, and a mutual commitment to scholarship as an important contribution to urban design and planning. While the Department has recently improved its research activity by hiring new faculty, it still lacks a viable critical mass of dedicated researchers.

Achievement of this goal has been difficult for several reasons. Among the most important is the relatively low enrollment in the master's and doctoral programs. This has made it difficult to compete with other departments (especially those with large undergraduate enrollments) for new faculty positions. In addition, the Department faculty shoulders a heavy administrative burden. Compared to other academic units on campus, the Department has a relatively large number of centers and special units requiring administrative supervision by faculty members. The master's and doctoral programs are administered as separate units. Finally, professional planning is often oriented as much (or more) to issues of practice as to research, and the Department

cannot legitimately insist that all its faculty members be strong as both practitioners and researchers.

While fully acknowledging these difficulties, we urge the Department to make increased efforts to improve its research activity. We note with pleasure that some definite improvements have recently occurred, especially with the hiring of promising faculty. In particular, several students and faculty mentioned the important contributions of Assistant Professor Marina Alberti's NSF-funded research program on urban ecology. Opportunities for recruiting additional research-oriented faculty to the Department are difficult to project because forthcoming retirements or departures are not known.

The departure two years ago of Associate Professor Gary Pivo was a major loss in research capability and administrative leadership for the Department. Professor Pivo was actively involved with graduate students in the study of growth management issues, especially in the Pacific Northwest. In 1998/99, the Department conducted an unsuccessful search to find a senior-level replacement, although not necessarily in the same research area. This search has been put on hold awaiting the arrival of a new dean for the College.

*We strongly recommend re-initiation of a search for an experienced and promising researcher and potential administrative leader after a new dean has been appointed.* We are concerned, however, that faculty members may have excessive expectations of an outside senior hire—anticipating someone who is a leader in both research and administration. We feel that the key characteristic of a senior hire should be the ability to develop and sustain a research program relying on extramural funding. This program would help attract outstanding graduate students and would enhance the research reputation of the Department. The Department should engage a strengthened strategic planning process to specify goals to be fulfilled by this recruitment.

We also note that the Department is seriously considering the addition of two new faculty positions in real estate, to be supported by endowed funds. These hires could be important for the development of a promising new research program in the Department. But faculty recruitment in real estate should be considered carefully to avoid re-direction of the overall graduate program in such a small Department.

Another way of encouraging research activity in the Department is through the development of joint appointments in related units such as public affairs, geography, architecture, and forestry. Associate Professor Paul Waddell's joint appointment with the



Evans School has been especially important for incorporating economic modeling expertise to complement Assistant Professor Alberti's ecological modeling of urban ecology. Additional appointments may be considered under the new leadership of the College, and we endorse them as a relatively inexpensive way of increasing the scope and involvement of overall faculty research activity and forging important links with other research-oriented units.

***Location of Interdisciplinary Ph.D. Program in Urban Design and Planning:***

While the primary role of the committee was to assess the MUP program, the charge from the Dean of the Graduate School also asked us to consider whether the Interdisciplinary Ph.D. Program in Urban Design and Planning should be moved from the Graduate School to the Department. *We recommend that the Ph.D. program continue in its present status under the control of the Graduate School, as it has since 1991. This status should be re-assessed at the end of five years.*

The Ph.D. program was housed in the Department for most of its history. Negative reviews by a Graduate School Special Review Committee and the Graduate Council in the late 1980's led to its development as an interdisciplinary program with strong ties to the social sciences and to professional programs such as engineering and forestry. Ph.D. students take a substantial portion of their courses from faculty outside the Department, and non-Departmental faculty frequently chair dissertation committees.

In 1998, the Graduate School reviewed the Ph.D. program through a special committee of faculty, including faculty from other institutions. The committee recommended that the provisional status of the doctoral program should be continued under the responsibility of the interdisciplinary faculty group for a period not to exceed five years. Provost Lee L. Huntsman confirmed this status in July 1999.

The MUP program, by intention, is not closely linked with the Ph.D. program. The master's program is self-contained in the Department and is primarily oriented to the education of professional planners. The doctoral program is oriented toward the development of critical scholars, who will become teachers and researchers. Few of the MUP students eventually enroll in the doctoral program, and most of the doctoral students have obtained undergraduate and master's level education at other institutions.

We considered four options for future faculty governance of the Ph.D. program: (1) continuation as an interdisciplinary program in the Graduate School, (2) development of

a new inter-college Ph.D. program, e.g., between the College of Architecture and Urban Planning and the School of Public Affairs, (3) creation of a College-wide Ph.D. program; and (4) returning the Ph.D. program to the Department.

The potential of the Ph.D. program could be best realized if it were returned to a strong research-oriented Department. The Department has a strong historical recognition in the area of physical land-use planning, and could resume a major role by developing strength in a small number of key specialties. However, this goal may be difficult to achieve unless the Department is authorized to recruit two to three research-oriented faculty who are active in attracting outside grants, contracts, or gifts. As a result, the Committee recommends that the Ph.D. program remain under the control of the Graduate School for an additional five years and that a review be conducted at that time to determine whether the Department has the faculty research capabilities needed to adequately support a Ph.D. program. The Committee feels strongly that the creation of an inter-college Ph.D. program or a college-wide Ph.D. program would be extremely detrimental to the Ph.D. program at this time.

### ***Master of Urban Planning Curriculum***

*Despite some concerns, the review committee recommends continuation of the Master of Urban Planning (MUP). The MUP is fundamentally sound and has the potential to assume national leadership by achieving distinction in several areas of growing strength.*

The review committee identified the following areas of concern with respect to the MUP curriculum: (1) weaknesses identified by Planning Accreditation Board (PAB) review conducted in February, 1998; (2) concerns with quantitative methods course; (3) the uneven strength of curricular specializations; and (4) student concerns with respect to duplication of course content, lack of depth in some courses, and inconsistent quality of studio courses. Each of these issues will be discussed briefly below, along with recommendations.

The Committee was sufficiently concerned with these issues to recommend an interim review. *We recommend that the Graduate School ensure that a revised curriculum that meets the PAB requirements is in place by the end of the fall quarter, 2000. We also recommend that the Graduate School conduct an interim review of the revised curriculum—including the quantitative course(s), studio courses and specializations—at the end of the fall quarter, 2001, to ensure that the concerns identified by this Committee have been addressed.*

### Weaknesses Identified by PAB

A thorough review of the Department's Master of Urban Planning Program was conducted in February, 1998, by the Planning Accreditation Board (PAB), the national accreditation body for professional programs in urban and regional planning. The PAB Site Visit Team consisted of two nationally recognized planning scholars and a planning practitioner. The review concluded that the Program's curriculum was generally adequate, but identified the following curriculum areas in which the PAB's criteria were only "partially met": (1) history and theory of planning processes and practices; (2) familiarity with one area of specialized knowledge; (3) equity, social justice, economic welfare, and efficiency; and (4) ethics of professional practice.

As pointed out in the memorandum to this Review Committee from the Department Chair, dated April 11, 2000, a focus group of Department faculty has met to review the PAB Site Visit Team's report and recommend how the Department might respond to the report (See Appendix B). The memo also points out that the Department faculty agreed at a faculty retreat held on March 3, 2000, to revise two of the current core courses and add another course to the core. A faculty task force has been given the assignment of preparing specific guidelines for making these changes.

*We recommend that the Department complete its review and revision of its core courses. In particular, we recommend that the faculty follow up on the strategic directions they have identified and change their courses immediately to incorporate the subject areas identified as inadequately covered by the PAB Site Visit Team.*

### Concern With Quantitative Methods Course

The Department currently offers a single quantitative methods course, URBDP 510, in its core. A careful review of the course content indicated that it covers a large variety of quantitative methods, including policy analysis techniques, traditional planning methods for demographic and economic analysis, and qualitative research methods.

Unfortunately, the course content is so broad and diverse that the Committee does not see how all of these topics can be covered adequately in a ten-week course. In particular, topics such as cohort-component population projection and gravity modeling (which are the subjects of several weeks worth of class time in many planning programs) are covered in one or two classes. In addition, students expressed a concern that even with this diversity of topics, the course did not adequately meet the needs of students interested in urban design.

*We urge the Department to carefully review the contents of its current quantitative methods course and identify a smaller set of topics that can be covered adequately in a ten-week period. In this regard, we suggest that the Department consider adding another methods course that can cover material that cannot be adequately considered in the current course. This course could possibly include design methods that are not included in the current course.*

### Uneven Strength of Specializations

As pointed out above, the PAB Final Site Visit Report expressed a concern that students were not getting an adequate familiarity with an area of specialization. In particular, it notes that “With the exception of urban design, land use, and historic preservation, the specializations are not clearly described in the program materials. While the Site Team understands that the department values flexibility and student-initiated learning, there is a need for a more realistic appraisal of what the department can offer as a specialization.”

Our Committee shares these concerns. In addition to the three specializations listed above, the April 11 charge to this review committee states that two additional specializations, Planning and Real Estate and Community Development, “probably are viable at the present time.” Several department faculty also expressed a desire to add an additional specialization in International Planning in the near future. All of these formal and informal specializations are in addition to the Department’s certificate programs in Urban Design and Preservation Planning.

The April 11, 2000 memorandum to this review committee also indicates that a proposed area of specialization should include a regularly offered sequence that covers the following subjects: History/Theory; Tools and Methods; Practice; and the supervision of research. It also indicates that the sufficient number of faculty is “provisionally... defined as more than one person contributing to coursework and at least one member of the graduate faculty qualified to supervise theses.” Our Committee agrees with the faculty’s course goals but does not believe that these goals can be met with the faculty resources they identify. More importantly, we do not feel that a faculty as small as the Department’s (many of whom have significant administrative responsibilities that limit their ability to offer courses) can adequately support this many specializations.

*We recommend that the Department carefully evaluate their ability to adequately support the specializations it currently offers and the ones they would like to offer. In particular, we suggest that the Department use their course guidelines (i.e., that a specialization must include regularly offered courses in history and theory, tools and methods, practice, and supervised research) to determine the specializations they can support adequately and ones that should be eliminated. We also suggest that staffing needs for existing and planned specializations receive special attention in staffing plans, and that these staffing plans be considered along with other choices in strategic planning.*

### Student Concerns

The Master's students in their meeting also expressed several significant concerns with our Committee. The most important of these were a duplication of course content, a lack of rigor in some courses, and an inconsistent quality of the instruction offered in the studio courses. The last issue is of particular concern, given importance that the Department places on the use of studio courses to expose students to the realities of planning practice.

*We recommend that the Department's review of their courses examine both the extent to which the course content overlaps and areas in which the depth of instruction can be enhanced. We also recommend that the Department initiate develop and implement procedures for monitoring the content of their studio courses to ensure that they adequately meet the needs of the students.*

### ***Internal Operations***

The committee concluded that there was a need for greater attention to Departmental governance. The Department can be improved by attending to the following areas of internal operations:

#### Promotion, Tenure and Merit Review Procedures

Several members of the faculty (none of them full professors) expressed concern with the Department's process and policies for promotion, tenure, and merit reviews, and for mentoring. One expressed the view that there was great confusion about the Department's expectations for promotion, that the rules were out of date and difficult to find, and that these problems played an important role in the resignation of the department chair. Others said junior faculty who inquired about the promotion/tenure

review process were referred to the Faculty Code but received no other written guidance from the Department.

The Committee informed the Chair that this issue had come up and asked for comment. We were told that the Department mainly relied on the language of the Faculty Code to guide its tenure and promotion processes. The Committee was also given "Criteria Used in TPMR evaluation in the Department of Urban Design and Planning." This one page document lists in abbreviated form a total of 23 criteria relevant for assessing teaching, scholarship/research, creative achievement, contributions to the profession, contributions to the University, contributions to the community, and reputation among professional peers.

The Committee shares the concern expressed by department members. The one page document plus reliance on the very general language of the Faculty Code provides inadequate guidance to assistant and associate professors. They have little basis on which to plan their teaching, research and services activities with an eye toward meeting Department and University tenure and promotion criteria or to assess their prospects for reappointment, tenure or promotion. Continuing current practice will impede efforts to build a stronger faculty and may expose the Department to litigation.

*The Committee strongly urges the Department to promptly develop and implement a detailed, written set of procedures and policies for these crucial personnel decisions.* Such materials provide essential guidance to colleagues facing reappointment, tenure or promotion reviews.

Many units on this campus have codified their reappointment, tenure and promotion procedures and policies in carefully drafted documents that were debated and adopted by their faculties, and revised over time. The Department may wish to request copies of several as possible models, then craft procedures and policies appropriate to its own mission and expectations.

#### Faculty Mentoring

*The Committee also urges the Department to establish a regular process for assigning mentors to junior faculty, and to set expectations for what the mentoring relationship entails for both colleagues.* While informal visits by senior faculty do occur, they are *ad hoc* and not part of a process that informs and guides. At a minimum, a list of preferred journals, or grant types should be provided to junior faculty. A clear maximum allocation

of time for service activities versus research and teaching needs to be established. Again, the Department may wish to consult with other units about mentoring practices and adopt a policy appropriate to its needs.

### Student Involvement

*Student involvement in departmental governance activities needs to be improved, including regular attendance at faculty meetings, membership on search committees, curriculum reform, and input into student aid decisions.* Policy documents describing student involvement need to be developed and implemented. Advising is an issue for students in all departments. The Department could improve its advising procedures by providing faculty advising training workshops, having students rewrite the advising materials so they make sense to them, and making sure faculty know the content of the core courses so that they can provide better advice in discussing schedules with the students.

### Written Procedures

*The Department should develop a formal structure for internal Departmental operations such as the appointment and responsibility of the curriculum committee, admissions and course scheduling, and promotion, merit and tenure (discussed above).* Such a structure would help stabilize annual operations and provide an annual calendar of actions, reports, and decision dates.

### Staffing Plan

*The Department should consider developing a faculty-staffing plan for the next six years.* There will be opportunities for new hires as retirements or resignations occur. A staffing plan would provide an opportunity to revisit the core interests of the Department and provide guidance for support for considering how to best incorporate new specialties in real estate and disaster planning.

### Senior Faculty Leadership

Over the past decade the Department has lost its Ph.D. program, a valued department chair, and faculty that have withdrawn support for the Master's program to support the Community and Environment undergraduate program, the interdisciplinary Ph.D., and various administrative offices. These changes have weakened and narrowed the support

base for the MUP program. *Senior faculty need to provide more leadership and to take on tasks in re-building core departmental interests.* This task cannot be accomplished by junior faculty or faculty that have not yet advanced in rank. Senior faculty need to re-dedicate themselves to supporting the Master's program.

### Professionals Council

The professional community (as represented by the Department's Professionals Council) provides a valuable resource for the Department. This resource can provide the Department with professional guidance, fund-raising, student internships and guest speakers. *The Department Chair should facilitate regular formal interaction between the Professionals Council and the faculty. Membership on the Professionals Council needs to be reviewed to ensure articulation with faculty interests and potential student internship placements.*

### Strategic Planning

*The strategic planning process needs to be continued, with an emphasis on making the difficult resource and curriculum choices needed to implement the strategic plan.* The next phase is to place emphasis on elements of the plan that inform resource allocations. For a strategic plan to work, choices need to be made--especially when the Department is making an important transition to enhance research capabilities. This is a step the Department now needs to take. The Department might bring in a facilitator to conduct the next phases of strategic planning, since an emphasis on choices will necessitate dialogue within the faculty.

### Student Funding

*The Department should establish objectives for expanding financial support for students and take actions to achieve these objectives.* We were told about 20% of MUP students receive support from internal sources, while a substantial fraction receive some support from sponsors while on internships. We think internal support could be raised to 40% over the next three years. Further development of faculty-funded research would be especially important for expanding financial support.



## Student Recruitment

*The Department needs to recruit a larger and more qualified MUP applicant pool through a programmatic effort to tell the Department's story to a larger audience and improve financial support.* This effort needs to be part of the strategic plan and programmatic effort of the department. Students choose master's programs on reputation and location as primary factors. Financial support must be viewed as a budget priority when seeking the best student applicants.

### **Appendices (attached)**

- A. Charge letter, January 26, 2000**
- B. Secondary instructor letter, March 8, 2000**
- C. Addenda to the *Self Study Document* regarding Interdisciplinary Ph.D. Program**
- D. Agenda for the formal review meeting, April 10, 2000**

UNIVERSITY OF WASHINGTON  
The Graduate School

Master of Urban Planning Degree Program Review  
In the College of Architecture and Urban Design

7 00 PM Review Committee Executive Session  
Union Bay Cafe - reservation in name of Bob Lee  
3515 NE 45th Street  
527-8364

**Monday, April 10, 2000**  
**Gould Hall, Room 100**

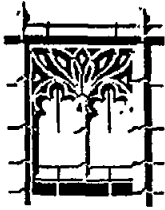
**REVIEW COMMITTEE:**

Committee Chair: Prof. Bob Lee, Forest Resources  
Prof. Avery (Pete) Guest, Sociology  
Prof. Robert Plotnick, Public Affairs  
Prof. Dick Klosterman, Geography & Plng, U. Akron  
Prof. William Siembieda, City & Regional Plng, Cal Poly

8 30-9 30	Frank Westerlund, Chair of Department of Urban Design and Planning
9 30-9:50	Associate Professor Gail Dubrow
9:50-10 10	Associate Professor Dennis Ryan
10:10-10 30	Break
10:30-11 00	Jerry Finrow, Dean, College of Architecture and Urban Design
11 00-11 20	Associate Professor George Rolfe
11 20-11:50	Open
12 00-1 30	Working lunch with members of Professionals Council Advisors Ted Gage, Jack Peters, Val Thomas Faculty Club East side of South Dining Room reserved for Academic Programs
1 30-1 50	Associate Professor Ron Kaprisin
2 00-2:30	Professor Anne V Moudon
2 30-3 00	Associate Professor Paul Waddell
3 00-3 20	Break
3 20-3:40	Assistant Professor Marina Alberti
3:40-4 00	Bob Filley, Director Community Development and Real Estate
4 00-4 20	Bob Freitag, Director Hazard Mitigation Planning and Research
4 30-4:50	Tour – Frank Westerlund, Doug Pflugh, Computer Analyst, and Marina Alberti
7 00	Committee Executive Session Wild Ginger - reservation in name of Bob Lee 1400 Western Avenue 623-4450

**Tuesday, April 11**  
**Gould Hall, Room 100**

8:30-9:00	Review Committee Meeting
9:00-9:45	Meet with MUP students
9:45-10:30	Meet with Ph.D. students
10:30-10:50	Break
10:50-11:10	Assistant Professor Christine Bae
11:10-11:35	Professor Don Miller
12:00	Review Committee Lunch Faculty Club: Table reserved for Academic Programs
1:00-1:20	Professor David Streatfield
1:20-1:40	Ben Frerichs, Professionals' Council
1:40-2:00	Open
2:00-3:00	Review Committee Executive Session
3:00-4:00	Exit Interview I: *Review Committee *Frank Westerlund, Dennis Ryan, George Rolfe, Anne V. Moudon *Marsha Landolt, Dean of the Graduate School; Jerry Finrow, Dean, College of Architecture and Urban Design; John Slattery, Associate Dean, Academic Programs; Debra Friedman, Associate Provost for Academic Planning; Beatrice Greenwald, Assistant to the Dean.
4:00-5:00	Exit Interview II. *Review Committee *Marsha Landolt, Dean of the Graduate School; Jerry Finrow, Dean, College of Architecture and Urban Design; John Slattery, Associate Dean, Academic Programs; Debra Friedman, Associate Provost for Academic Planning; Beatrice Greenwald, Assistant to the Dean.



UNIVERSITY OF WASHINGTON

*The Graduate School  
200 Gerberding Hall  
Box 351240  
Seattle, Washington 98195-1240*

*Telephone: (206)685-3519*

*Fax: (206)685-3234*

March 8, 2000

Department of Urban Design and Planning Program Review Committee

Robert Lee, Professor, College of Forest Resources, Box 352100 (Committee Chair)

Avery (Pete) Guest, Professor, Department of Sociology, Box 353340

Robert Plotnick, Professor, Daniel Evans School of Public Affairs, Box 353055

Richard Klosterman, Professor, Department of Geography and Planning, The University of Akron,  
Akron, OH 44325-5005

William J. Siembieda, Professor, Department of City and Regional Planning, College of  
Architecture and Environmental Design, California Polytechnic State University, San Luis  
Obispo, CA 93407

Dear Colleagues:

Now that the internal members of the Review Committee for the Department of Urban Design and Planning have had the opportunity to meet with the several administrators concerned with this review, I am writing to present you with a detailed and specific charge for the review.

The specific action needed at the end of your review is a recommendation regarding the continuation of the Master in Urban Planning Degree offered through the Department of Urban Design and Planning. The range of possible recommendations runs from suspension of entry to continuation with a subsequent review in ten years. Shorter terms can be recommended if deemed appropriate. Perhaps more important than the specific recommendation of status and review period, your review has the potential to offer the Department and the administration an independent assessment of the health of the Department's programs and advice on how they might be improved.

The review is most likely to be successful if tasks are divided among the committee members effectively. The internal reviewers may be able to conduct some assessments and interviews prior to the day of the actual site visit. It is suggested that the external reviewers be relied upon to serve as content experts with regard to degree programs. They also are likely to be the most able to comment on developments in the field that should be addressed.

The site visit will culminate with an exit interview divided into two portions, the first with the Chair and perhaps other program representatives present, and the second without these program representatives. The College Dean will be present at both sessions, as will the Deans and Associate Deans of the Graduate School and the Associate Provost for Academic Planning. Please let us know what your formal recommendation regarding continuance is likely to be early in the second period of the exit interview. We hope to have your written report within 6 weeks of the site visit and to have the UW members of the committee attend a meeting of the Graduate School Council to present your findings and comment on the Department's response. Bea Greenwald will provide you with a model report if you would like. Please call upon her for any assistance you may need in the course of this review.

The most important objective of your review is an assessment of the academic and educational quality of the Department and its programs. The important questions are: Are they doing what they should be doing? Are they doing it well? How can they do things better? How should the University aid them? Each question can be asked in each sphere of operation. The test to apply in deciding how to prioritize issues is to consider how important each is to scholarship or education. Listed below are several issues that may help you as you begin. This list is not intended to restrict your review; you should consider all issues that you deem to be sufficiently important and eliminate those of lesser importance.

#### General

We have included a report of the committee that reviewed the interdisciplinary PhD program in Urban Design and Planning in spring of 1998. Other relevant documents regarding this review are in Appendix H of the self-study. The doctoral program has been housed in the Graduate School since 1991, but it has been the intent to transfer it back to the Department at some point. Your review, particularly as it considers research strength and the balance of faculty activity between teaching and research, should consider this issue.

The Department adopted a strategic plan in spring of 1997, which is included in Appendix F. Your review should consider the steps taken to implement the plan. In addition, you may have suggestions for changes in it that could benefit the Department.

The MUP is a professional program that was last accredited in November of 1988. The self-study for that review and relevant correspondence are included as appendices to the present self-study. The focus of the current review is different than the accreditation review and is not redundant. We are very interested in the direction the department is taking, identification of its major strengths and those areas in which improvement should be sought.

#### MUP and Professional Education

1. Please comment on the implementation of curricular changes in the MUP as outlined in the strategic plan.
2. Are there areas of specialization within the MUP not currently supported that should be? Are there tracks or interactions with other professional programs that should be developed given current resources and demands (see pages 22 and 30)? What pressures with regard to providing appropriate course content arise from the growing interdisciplinarity of the profession? Are these being responded to appropriately?
3. Although the MPA (Master of Public Affairs)-MUP concurrent program was initiated only this academic year, comments on its progress may be useful. Are there lessons to be learned as other similar alliances are contemplated?
4. Your assessment of the planned certificate in Real Estate planning would be appreciated.
5. Is the size of the MUP program appropriate relative to demand (see page 32 of the self-study)?
6. How is the department responding to changes in the field, particularly those of the growing importance of human-environment interaction (environmental planning)? Is there professional demand for continuing education to which the Department should respond? The external advisory board of professionals may be useful in making this assessment.

#### PhD Program

1. Does housing the PhD program seem important to the Department? What would it mean to the Department to have the PhD program within the Department? What would it add to other programs? Note that housing the program in the Department does not at all preclude continuing participation of faculty in other units.

Faculty and research

1. The self-study comments that funding opportunities in the field are increasing (page 8-9). Are they being responded to appropriately?
2. Is the research program sufficiently strong for the Department to house the PhD program?
3. The Department describes areas in which it sees itself as a leader on pages 15 and on. Please assess the Department's performance in these areas. Where are its greatest strengths? How do these support the educational programs, particularly the MUP and the PhD? How is the Department responding to changes in the field? How do these relate to the strategies for maintaining and developing leadership described on pages 18 and forward?
4. How do you judge the balance of smaller professional scale research projects with regional clients and larger scale projects such as PRISM that might be funded by larger agencies? Is there an advantage to the department in fulfilling its multiple missions in trying to shift the balance?
5. The mentoring of junior faculty is critically important to the success of any department. Do the more junior faculty in this Department feel this is being done well? Is there clear communication regarding the expectations for promotion? Are the expectations consistent with the faculty code?

Resources

1. Please comment on the "Pressures on budgets" (page 49).
2. There are 11 faculty FTE and 58 students in the MUP program. In addition, the department has an important commitment to the Community and Environmental Planning interdisciplinary BA. Is it reasonable to expect the Department to reclaim the PhD program?

We look forward to your findings.

Sincerely yours,

John T. Slattery  
Associate Dean for Academic Programs

cc: Marsha Landolt, Dean of the Graduate School  
Jerry Finrow, Dean, College of Architecture and Urban Planning  
Lee Huntsman, Provost  
Debra Friedman, Associate Provost for Academic Planning  
John T. Slattery, Associate Dean, Office of Academic Programs  
Frank Westerlund, Chair, Urban Design and Planning  
Richard Heyman, President, Graduate and Professional Student Senate  
Linda Kaye, Assistant to the Vice Provost  
Augustine McCaffery, Assistant to the Dean  
Beatrice Greenwald, Assistant to the Dean