



UNIVERSITY OF WASHINGTON

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


Telephone: (206)543-5900

Fax: (206)685-3234

January 25, 2018

To: John Schaufelberger
Dean
College of Built Environments

From: David L. Eaton 
Vice Provost and Dean

Rebecca Aanerud 
Associate Dean for Academic Affairs and Planning

Re: Department of Construction Management 2017-2018 Review

This memorandum outlines the recommendations from the review of the Department Construction Management undergraduate and graduate degree programs. Detailed comments are in the documents that were a part of the following formal review proceedings:

- Charge meeting between review committee, department, and administrators (May 11, 2017)
- Department's self-study (September 14, 2017)
- Site visit (October 27-28, 2017)
- Review committee report (November 29, 2017)
- Department response to the review committee report (December 8, 2017)
- Graduate School Council consideration of review (January 18, 2018)

The review committee included the following faculty:

Dorothy Reid, Professor, UW Department of Civil and Environmental Engineering
(Committee Chair)

Jennifer Turns, Professor, UW Department of Human Centered Design and Engineering

Pavan Kumar Meadati, Associate Professor, Department of Construction Management,
Kennesaw State University

Robert J. Ries, Professor and Director, School of Construction Management,
University of Florida

Representatives of the Graduate School Council presented the Review Committee's findings and recommendations to the full Council at its meeting on January 18, 2018.

Specific comments and recommendations on the review of the Department of Construction Management undergraduate and graduate degree programs are in the attached summary.

We concur with the comments and recommendations of the Graduate School Council.

Attachment

cc: Gerald Baldasty, Provost and Executive Vice President, Office of the Provost
Patricia Moy, Associate Vice Provost for Academic and Student Affairs,
Office of the Provost
Bill Bender, Professor and Chair, Department of Construction Management
Construction Management Review Committee
Sue Herring, Professor, Department of Orthodontics, School of Medicine, and
Graduate School Council Representative
Deborah Kartin, Professor, Department of Rehabilitation Medicine, School of
Medicine, and Graduate School Council Representative
Augustine McCaffery, Senior Academic Program Specialist, Academic Affairs
and Planning, The Graduate School

Attachment

University of Washington | Graduate Council

Summary of the Review of the Department of Construction Management

**Sue Herring, Professor, Department of Orthodontics, School of Dentistry, and
Deborah Kartin, Professor, Department of Rehabilitation Medicine, School of Medicine
October 27, 2017**

Academic Unit Name: Department of Construction Management (College of Built Environments)

Degrees/Certificates Included in the Review:

The review focused on the department's B.S. degree (solo or in a dual degree program with B.A. in Architectural Science), M.S. in Construction Management (face-to-face and online options), and Certificate in Construction Management Program (face-to-face and online options both offered through the UW Continuum College). Both certificate options and the online M.S. are fee-based, whereas the face-to-face M.S. is standard tuition-based. There was discussion, but not full review, of the department's role in the interdisciplinary Ph.D. of the Built Environment.

Program Strengths:

1. Overall, the department is vibrant and successful with a well-deserved excellent reputation and potential for growth.
2. The B.S. program continues to be very strong and the review committee was unanimously enthusiastic about its high quality, increasing enrollment, internship opportunities and diverse student body.
3. The chair does an excellent job despite limited resources; the staff are engaged, hardworking and capable.
4. The department has two unusual and very helpful resources, the Construction Industry Advisory Council (CIAC), a group of industry professionals, and the Center for Education and Research (Sand Point Building 5B), which houses both classrooms and labs. These resources enhance the relevance and outreach of Construction Management's programs.
5. Faculty research funding and productivity are on a par with similar departments in the U.S.
6. Faculty and all students are highly committed to the department's programs.

Challenges and Risks:

1. The department needs to evaluate and update its strategic plan on a continuous basis. The department would benefit from a more consistent research mission and a better link between research and graduate education. During the executive session of the meeting, the review committee recommended that a new strategic plan be developed and implemented within 2 years.
2. The several options for the M.S. and Certificate in Construction Management program elicited confusion about the intent and emphasis of each. It was not clear that all programs were well aligned with faculty and departmental goals. These issues, also mentioned in the 2007 review, have not been resolved. The department should step back and decide where its emphasis should be with reference to the needs of the market and the faculty. Exit interviews

with students, discussions with like-situated departments, and marketing research could help with this reconsideration.

3. The budget is lean and staffing is minimal at best. Additional staff are needed. Little funding is available for student assistance or Ph.D. student recruitment. The department will face further serious fiscal challenges if enrollments drop in the future.
4. The Ph.D. program is still taking shape in terms of its size, scope and relationship to departmental research. Faculty members raised some concerns about the process for admitting students to the Ph.D. program.
5. Faculty expressed dissatisfaction about workloads and the distribution of research, teaching and service tasks.
6. The department could better utilize the offsite facilities and the CIAC.

Areas of Concurrence:

The Department of Construction Management was in complete agreement with the committee's review of its programmatic strengths and challenges.

Graduate School Council Recommendations:

Both the 2007 and the current review questioned the need for multiple M.S. and certificate programs and suggested that these programs be better integrated with departmental goals. The department's response states that they will work on these issues during the first 6 months of 2018.

The Graduate School Council, therefore, recommends that the department submit a brief 5-year report, in 2023-2024, specifically dealing with the M.S. and Certificate in Construction Management programs. However, in agreement with the review committee, the Graduate School Council recommends a 10-year review cycle (2027-2028) for full review of the Department of Construction Management.