

**REPORT ON THE CENTER FOR URBAN HORTICULTURE,
AFFILIATED PROGRAMS & FACILITIES**

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I. Executive Summary

The world is becoming increasingly urbanized. At the beginning of the 21st century, the University of Washington's College of Forest Resources (CFR) is poised to take a leadership role in the area of forest and landscape management in this urbanizing environment. An integral part of this role is the Center for Urban Horticulture (CUH), along with its associated academic program, Environmental Horticulture and Urban Forestry (EHUF), and the Washington Park Arboretum (WPA). Unfortunately, CUH is currently not in a strong position to do this, with a vacant Director's position, many vacant staff positions, and a small faculty group; only 3 of the original 6 authorized positions now exist. In spite of this, CUH programs are in great demand: outreach programs are well subscribed, graduate and undergraduate programs are growing, and outside community and industry support is strong. The review committee has analyzed the current problems with CUH and relationships with CFR and has made a number of strong recommendations to remedy the situation so that the great potential of CUH and CFR can be fulfilled.

This report is organized around the following sections: I. Executive Summary, II. The Review Process, III. History of CUH, IV. CUH/EHUF Potential for the College, V. Community Leadership (including outreach, public service and industry relations), VI. Academic Programs, VII. Relations between CUH and WPA, VIII. Relationships with Other UW Entities, IX. Organizational Structure, and X. Recommendations. (An Appendix contains detailed attachments.) Highlights of each section are given below.

The Review Process - In September 1999, Dean David Thorud of the College of Forest Resources (CFR) appointed an eight member committee consisting of three faculty, three outside representatives, and two students to conduct a review of the Center for Urban Horticulture (CUH). The committee met from October 1999 to February 2000 to interview and/or take statements from CUH and Washington Park Arboretum (WPA) staff and affiliated faculty, other faculty from CFR and the university, current and former students, and representatives from the horticulture and environmental restoration industry

History of CUH - CUH, which includes the WPA, was established in 1980 under the Provost's Office and became a division of CFR in 1988. The Center is dedicated to research, teaching, and public service concerning the selection, management, and role of plants and of ecosystems in urban landscapes. Initially, CUH was developed around outreach and graduate programs; an undergraduate major was added in 1991. In 1997, the CUH division was disbanded, and today faculty are in the Division of Ecosystem Sciences, one of two CFR academic units; they are responsible for undergraduate and graduate instruction in EHUF. Center staff answer to a Director (position currently vacant) who reports to the CFR Dean. Until 1992, the CUH director also had the additional title and responsibility of Director of Arboreta; at that time, a CUH faculty member was appointed Director of WPA. CUH manages the WPA, the Union Bay central site, the Elisabeth C. Miller Horticultural Library, the Hyde Hortorium (the horticultural herbarium), the Douglas Research Conservatory, the Union Bay Natural Area (UBNA), research laboratories in Merrill Hall, conference facilities and offices in Merrill Hall, Isaacson Hall, Northwest Horticultural Society Hall, and the Graham Visitor Center at WPA. WSU's Cooperative Extension office is also located in Merrill Hall.

CUH/EHUF Potential for the College - Both CUH and CFR have great potential. Forestry will continue to be a large industry in Washington in the 21st century; the landscape and nursery businesses will be even larger. The Center is poised at the cutting edge regarding the future of horticultural research. With appropriate support from the College, CUH/EHUF is in a position to provide research for a vast, under recognized constituency. With proper funding and management, it is a valuable resource to the College and to the University.

Community Leadership - CUH plays a significant role in community leadership and public outreach. The Center, including the Washington Park Arboretum (WPA), annually totals the second highest public contact hours in the University. Industry relationships are strong, but could be improved. In particular there is not enough interchange of ideas and input to the program from industry.

Academic Programs - Because of strong student interest, academic programs have been expanding. However, there are only 3 tenure track faculty (2 full time and 1 part time teaching faculty) to handle the entire EHUF program, including supervision of the majority of graduate students. There are also three research faculty. Both the undergraduate and graduate programs are active. Although small, EHUF is the only program in the College whose undergraduate numbers are increasing; additionally, students from many departments and Colleges across campus take EHUF courses. Undergraduates expressed the need for more classes, while recognizing that faculty numbers are small. Graduate students are generally satisfied with faculty guidance; they expressed some concern about the rigor and quality in the graduate program. They were also concerned about the lack of support for doing research at CUH, especially the cost center arrangement. Most graduate students come to the EHUF program for specific faculty associations, but have no concept of the Center itself. Graduate students have a tendency to divide themselves into two “camps”, horticulture or restoration. A new cooperative attitude is needed that could be fostered by a new director.

CUH/WPA Relations – The relationship between CUH and WPA is unclear; the administrative chain does not function well. Both sites are experiencing staffing problems. Staff vacancies at both sites need to be filled if the potential of WPA and CUH are to be fulfilled, particularly the curator and outreach education positions. The role of WPA in the University is not clear; it is perceived as an “attractive nuisance” to the University. WPA needs to be reviewed.

Relationships with other UW entities - Over the years CUH has built strong relationships with Botany, Landscape Architecture and (recently) UW Bothell and Tacoma through the three campus Restoration Ecology network. However, lack of leadership at CUH has been felt over the last 5-6 years resulting in a "fuzzy" perception about CUH and its mission. Outside faculty, however, stressed that CUH is important to the university and they will continue to support CUH/EHUF.

Organizational Structure - The current organizational structure with a CUH Director and an Arboretum Director does not allow WPA and CUH to function as one unit within CFR. In addition, lines of authority between CUH and CFR administrative staff need to be clarified to make the system more efficient. Faculty need to be directly affiliated with CUH, perhaps through curatorial appointments. Despite the strong EHUF program, faculty feel a lack of connection with the Center. Because of recent administrative changes, faculty feel more like tenants than members of CUH and have become reluctant to participate in CUH outreach activities. Such activities are not rewarded in the tenure and merit process in CFR. In light of recent changes in the UW Faculty Code, the committee recommends that CFR consider a model more akin to the land grant University model for evaluating CUH faculty. Appointing a permanent CUH Director is a critical need; there was strong consensus that it should be a faculty appointment at the full professor level. Issues of staff replacement, the cost center, building rental, security issues, relationships with WSU, and alternative management models used by similar organizations (such as the Missouri Botanical garden and the Botanical Garden and Arboretum at the University of Michigan) are discussed in this section. Five management options are presented for consideration; (1) No change, (2) CUH Director as Associate Dean, (3) Moving CUH back to the Provost’s Office on a temporary basis, (4) Splitting CUH and WPA, and (5) a more independent CUH and WPA. Current isolation of CUH from the rest of campus (which affects organizational issues) could be rectified by extending the Health Sciences UW/COH bus service to CUH.

Recommendations - The committee believes that UW and CFR must fully accept and embrace CUH/WPA and EHUF, with complete and visible support at all levels. This factor appears to be the key to unlocking the full potential of CUH, WPA, and EHUF; the committee's recommendations reflect this. If CFR is unable or unwilling to support CUH/EHUF, it is recommended that Option 3 above be followed. Thus, the recommendations to CFR and UW are:

1. Restore state-line faculty positions (6 full-time, 1 director) per original agreement between CUH, CFR, and the Provost's office.
2. Conduct a national search for a new CUH Director, who should be a senior faculty member.
3. Devise a more appropriate model for evaluating and rewarding EHUF faculty
4. Increase the opportunities for EHUF students and other UW community members including extending UW/COH bus services to CUH.
5. Replace staffing (particularly the curator and outreach education positions) and increase the operating efficiency at CUH.
6. Improve relationships with external constituents.
7. The Washington Park Arboretum should undergo a similar review process.

Details on these recommendations are found in Section X.

II. Summary of Process

The Review Committee was comprised of the following individuals: Prof. Loveday Conquest, Fisheries (chair); Profs. Robert Edmonds and Linda Chalker-Scott, College of Forest Resources (CFR); Dorothy Raedeke, Raedeke Associates, Inc., a CFR alumna and principal of an ecological consulting company; Deborah Andrews, Executive Director, Arboretum Foundation; Rod Bailey, retired president of Evergreen Services Corporation, representing the regional horticulture industry and its trade associations; Christine Scannell, CFR graduate student; and Stacey Harris, CFR undergraduate. The committee met between late October 1999 and early February 2000. The committee interviewed and took written statements from individuals with various relationships with the Center, including faculty from within and outside CFR, graduate students and undergraduates from the EHUF program, CUH and Arboretum staff, current and former administrators, and people from the horticulture industry.

The official charge to the committee from CFR Dean David Thorud is included in an attached letter. Repeated here are the general questions guided the review:

1. Is the current mission of the Center relevant to contemporary University and societal needs?
2. Are the University functions of education, research, service, and outreach well defined within the Center's mission?
3. Is the substantive focus of the teaching, research, service and outreach functions well articulated, with the relationship of Center programs to the College of Forest Resources clearly defined?
4. Is the Center appropriately organized to perform its functions?
5. Is the existing model the most appropriate management design for the Center?
6. In seeking a new Center director, what background qualifications are desired, and should the appointment be a professional or faculty appointment?

At the 10/25/99 meeting with the review committee, Dean Thorud also asked the committee to consider the following:

7. Examine two components of the mission: (1) the mission statement itself within the context of the facilities, the field, the location and the region and (2) the balance of activities within the mission statement. Specific questions are: Do the current activities of the Center address its mission? Given its geographical and academic setting, is the mission of the Center appropriate to meet the needs of today and the next decade? What constitutes the science of Urban Horticulture and do the Center's mission and its academic and public programs appropriately/adequately address this unique field? Do all of the members of the Center as well as its stakeholders share the same vision for the Center? Are the three parts of the mission equally addressed and valued? Does the Center have the facilities, staff and faculty to adequately accomplish its mission?
8. Given the limited resources of the University and the College of Forest resources, how might the Center best direct its activities and growth?
9. Which linkages to the College, campus and community are functioning well, which are not? Are there opportunities for improved internal and external administration of the Center? In what ways does the College of Forest Resources support and not support the Center?
10. What is the appropriate model for the Center (e.g., a museum or a university)?

III. History of CUH

Chronology/Overview

The Center for Urban Horticulture (CUH), established in 1980, is the first and largest institution of its kind in the world (Thorud, 1999). The Center developed in response to strong community interest and the vision of former Provost George Beckman. Under the direction of Professor Harold Tukey, it developed a strong community service and research profile. Administratively, the Center was first linked to the Provost's office with faculty positions in the College of Forest Resources (CFR). The Center became a division of CFR in 1988. In 1991, an undergraduate major in Urban Forestry was added to the existing graduate program in Urban Horticulture. Following Dr. Tukey's retirement in 1992, Dr. Clement Hamilton served as Director until 1999. Today, faculty are in the Division of Ecosystem Sciences, one of two CFR academic units, while Center staff answer to a (faculty) Director who reports to the Dean. The faculty are responsible for undergraduate and graduate instruction in Environmental Horticulture and Urban Forestry (EHUF). The Center, including the Washington Park Arboretum (WPA), annually totals the second highest public contact hours in the University, offering 300 hours in adult education and public outreach programs in 1999.

Mission and Facilities

The Center for Urban Horticulture is dedicated to research, teaching, and public service concerning the selection, management, and role of plants and of ecosystems in urban landscapes. As one part of this mission, the Center manages the 230 acre WPA, the Center's 10-acre Union Bay site, the Elisabeth C. Miller Horticultural Library (not officially linked to the University library system), the Hyde Hortorium (the horticultural herbarium), the Douglas Research Conservatory and two-acre nursery area, the Union Bay Natural Area (UBNA), research laboratories in Merrill Hall, conference facilities and offices in Merrill Hall, Isaacson Hall, Northwest Horticultural Society Hall, and the Graham Visitor Center at WPA. An integral part of the public service mission of the Center is Washington State University's (WSU) Cooperative Extension office in Merrill Hall.

In the Center's first ten years research facilities, attractive buildings and grounds and a unique library were developed, all in an ecologically sensitive area bordering Laurelhurst and Lake Washington in the region now known as UBNA. The development of this infrastructure is seen as a model at both the national and international levels (Nowell et al., 1991). While the facilities are attractive and the site mission-appropriate, the peripheral location of the Center has resulted in practical and intellectual isolation from other University programs.

Washington Park Arboretum

The University is responsible for the curation and care of WPA's botanical collection, with administrative and fiscal oversight through the Center. Until 1992, the CUH director also had the additional title and responsibility of Director of Arboreta; in 1992 a CUH faculty member was appointed Director of WPA. The leadership provided by the University for WPA and the University's relationship with The Arboretum Foundation (the private support group) and the City of Seattle (property owners and managers of turf, trails and streets) has been inconsistent and at times inadequate. Though the working relationship and effectiveness of WPA's management partners has greatly improved, as indicated in 1997 when WPA's new Master Plan was released, the University's response to WPA needs and the scope of its future involvement remain uncertain.

IV. CUH/EHUF Potential for the College of Forest Resources

The College of Forest Resources is in a position to lead natural resource management from 19th century models into the 21st century. In 1998, USFS Chief Michael Dombeck made the statement that twenty to forty years from now, the public will care about open space, wilderness, naturalness and the quality of life in the front and backyard of their homes. Such environmental concerns fall under the umbrella of urban and community forestry (Campanini and Cates, 1999). Thus, the College of Forest Resources can use the potential contained in the Center for Urban Horticulture to lead plant sciences education and research into the center of modern people's lives. The Center's relevance extends beyond city borders to virtually every disturbed system: urban, rural, and wild. By educating the future leaders of plant sciences and managers of landscapes in disturbed systems, by performing research on plants in the urban environment, and by effectively communicating the results of this research to the public, CUH can be a primary and essential element of the future College of Forest Resources in terms of teaching, research, and outreach.

Teaching

The College needs to continue to build a reputation for innovative and interdisciplinary programs, teaching methods, and education that helps it to attract students. Despite rather limited visibility on the University campus, the Center has developed a reputation for shepherding undergraduate programs that appeal to a wide range of students. EHUF has recently revised its undergraduate program to increase its flexibility and attractiveness to students, and its numbers are increasing. Similarly, the MS/PhD and MFR graduate programs in EHUF are relevant, flexible curricula and are second largest in the College behind Ecosystem Sciences. EHUF provides for a high level of interdisciplinary opportunity with students from Botany, Program on the Environment, Landscape Architecture, Conservation Biology and Urban Planning.

Research

For the last several years, the EHUF faculty research focus has been on restoration ecology. This is currently expanding to include landscape management and other aspects of conservation in human-altered environments. The direction in research parallels the increased awareness and concern that the public has expressed in the conservation of natural resources. There is growing activity and interest in many aspects of the horticultural and restoration industries, including gardening as one of the top three outdoor leisure activities. According to Carkner and Moore (1998), landscape and nursery businesses employ 55,000 people and comprise an \$842 million dollar industry in Washington State; this may surpass the state's forestry and fishing industries combined. As long as forests are managed for the production of wood and paper products, traditional issues related to the management of trees, habitats and species within will continue. At the same time, urban growth issues relative to the continual development of the forest fringe demand different types of expertise. The Center is therefore poised to contribute to an ever-growing body of knowledge in the many aspects of human-altered environments. With cooperation and support from the College, CUH/EHUF will be in a position to advance research and become a major contributor to urban landscape issues.

Outreach

Every biennium, the State Legislature looks to the University to justify its funding through relevance to the entire state population. President McCormick and University administration place a high priority on the University role in the outside community. In this world of decreasing resources, the public demands more of the institutions for which it pays. University units are responsible to deliver the results of their research and to provide transfer of that knowledge. As a community leader, the University is the source of advances in knowledge, and it should actively use that knowledge to help the community make educated and informed decisions.

The Center serves an important role within the University in both education and research; it also

excels in outreach. CUH has affiliations with most of the major horticultural organizations in the Northwest and houses WSU Cooperative Extension, a major vehicle for public education. CUH responds to citizen interest with classes and symposiums, such as the ProHort (professional education) seminars that meet ongoing professional needs.

The Center for Urban Horticulture serves as the organizational link between the education/scientific purpose of the University and WPA. The Center, through WPA and Miller Horticultural Library, has the second highest number of public contact hours after the University Medical Center. Miller Library is an excellent horticultural library well used by the landscape and nursery industry, by the Seattle community and by the neighborhood in which it is located. The Center has a generally positive image in the community and is supported as an institution dedicated to the establishment and growth of plants in human-altered environments.

Opportunities

The fact that CUH has no permanent Director, Outreach Coordinator, Administrative Assistant, Center Receptionist, Arboretum Curator, and very few EHUF faculty may be viewed as an opportunity. CFR can step up to the challenge of filling these positions in recognition of the vital role that CUH and its associated programs play in the University and outside community. The committee notes that the Ecosystem Sciences faculty (with a single dissenting vote) recently voted to support EHUF's request for a faculty line over and above any other CFR faculty requests. With similar support and advocacy from the College and the University, with faculty numbers that comprise a critical mass, with proper staffing levels, CUH can help the College and University meet many new challenges. It is incumbent upon the College and the University not to allow the potential contained in the Center for Urban Horticulture and the EHUF undergraduate and graduate programs to slip away.

V. Community Leadership

Outreach and Public Service

Public outreach is one of the three areas of focus at the CUH. The current mission statement states that “the CUH is dedicated to research, teaching, and public service concerning the selection, management, and role of plants and of ecosystems in urban landscapes.” CUH’s outreach program is geared toward meeting the public’s need for horticultural information through continuing education classes, lectures, professional seminars (ProHort), WPA tours, and school, youth, and family programs. These are held at both CUH and WPA facilities. In 1988, approximately 15,000 people participated in the various outreach programs offered at CUH (University of Washington 1989). Ten years later, in 1998/1999, a conservative estimate of over 30,000 people attended these programs (Eric Gay, MFR project, 1999).

Currently, an Acting Education Coordinator oversees adult professional programs and reports to the Director of CUH. The Coordinator is assisted by two staff and approximately ten volunteers. Concurrently, the outreach programs offered to schools, youth, and families, such as public tours, are managed by an Education Coordinator located at WPA; this person reports to the Director of WPA.

CUH’s facilities, meeting halls and classrooms can be rented by various groups for horticultural and other functions. The funds collected from these functions, along with state dollars, support the self-sustaining public outreach portion of the Center.

Issues and Concerns

Since its beginning, the outreach program has been successful. Many people associated with CUH, both inside and outside the university community, commented on its importance. CUH’s outreach program is working; the key is to find what will make it more cohesive relative to its overall organization structure, management, and the use of resources. The committee heard the following issues and concerns:

- The position of CUH Director should be filled permanently.
- The position of Education Coordinator at CUH is critical to the continuing success of the program and needs to be filled permanently.
- Coordination between CUH and WPA public outreach programs needs improvement.
- There are two Education Coordinators managing the outreach program; this management structure is reported to be cumbersome and inefficient (see also section VII). An Education Director (a new position) could oversee the entire program, thus increasing effectiveness and efficiency.
- As the inclusion of public outreach is a focus of the CUH mission, and since faculty from CUH and CFR participate in the program, faculty contributions should be properly acknowledged, supported, and rewarded, especially during the promotion, merit and tenure (PMT) process. Not acknowledging or rewarding participating faculty for their contributions has fostered a sentiment of disrespect. (Rectifying this is addressed in IX. Organizational Structure.)

Horticultural Industry Relations

A large number of industry associations define the outside community with whom strong relationships could be established. Members from several associations were contacted during this review:

National/Regional	International Society of Arboriculture (ISA)
Local/Regional	Washington State Nursery & Landscape Association (WSNLA) Washington Association of Landscape Professionals (WALP) ISA Northwest (ISA) Regional Office Portland Northwest Parks and Recreation Association (NPRA) Associated Women in Landscaping (AWL) Northwest Flower and Garden Show

When CUH was originally established, there was eager anticipation that relationships could be established to focus on (1) identification of research projects directed at horticultural industry problems and needs, (2) a source of trained graduates to meet the rapidly growing needs for professionals in industry, and (3) use of the outreach and continuing education programs and seminars for training and education of employees currently working in the industry. Industry is accustomed to establishing relationships nationally and locally with academic horticultural programs through interactions with faculty as well as membership on industry advisory boards.

Industry representatives contacted in this review generally acknowledge that the outreach activities have been a strong, successful part of CUH, particularly ProHort seminars, seminars focusing on industry and horticultural issues, interactions with the Northwest Flower and Garden Show, and faculty- or industry-led WPA tours and activities. The industry views these relationships as very important. However, during the course of the interviews with industry representatives several concerns emerged:

1. There is not enough interchange of ideas and input to the program from industry. For example, an advisory board formed several years ago has seldom met. Industry input on training, curriculum, research and program needs has seldom, if ever, been sought. Thus, an active advisory board needs to be re-established.
2. There has been insufficient articulation of program goals and character to the industry for it to know what is really at EHUF/CUH. The academic and research programs are not well communicated to the industry.
3. There is an insufficient number of faculty to interact with industry, and such interactions do not seem to be respected within the University. A number of key faculty members have left and have not been replaced. In the industry's eyes, the program at CUH/EHUF does not appear to have been fully embraced and supported by CFR since its absorption into the College. EHUF/CUH began with lines for 6 full-time, teaching faculty positions and a Director; there are now only three. There is simply not enough time available for existing faculty to function in this outreach arena.
4. To improve industry relationships, there needs to be adequate recognition of staff and faculty involvement in such activities. The opportunity for increased involvement between applied sciences and industry should be recognized as a crucial University role.
5. Industry is concerned that the position of CUH Outreach Coordinator be permanently filled on a timely basis. This aspect of the CUH program is too important to let languish.
6. The Center needs a strong Director with status in the University structure to accomplish what needs to be done or CUH/EHUF will never reach its full potential.

There is substantial interest in seeing the undergraduate program expand as rapidly as possible to fill the demand for qualified graduates in the industry. One contact stated, "There is no other program in the United States that adequately addresses both the science and practice in the fields of horticulture, arboriculture and landscape management; this program is unique and valuable in that regard" (Jim Clark pers. comm. 12/17/99).

VI. Academic Programs

CUH provides office and research space to three state-line faculty members (Dr. Linda Chalker-Scott, Dr. Kern Ewing, and Dr. John Wott) and three research faculty members (Dr. Sarah Reichard, Dr. Al Wagar, and Dr. Kathy Wolf). Because Dr. Wott has primary responsibility as Director of WPA, the bulk of the teaching in the undergraduate and graduate programs is covered by Drs. Chalker-Scott and Ewing. Although CUH does not administer these programs nor evaluate the faculty, much of the teaching and research done with students is conducted at CUH. We therefore have included the academic programs in our review.

Undergraduate Program

In 1998 the undergraduate curriculum group completely revised and renamed the undergraduate major; these changes were accepted by the College of Forest Resources (CFR) and implemented in September 1999. The revised major, Environmental Horticulture and Urban Forestry (EHUF), has been successful in attracting new students, according to CFR's Student Services Office. The revised major has three clearly defined curricular options - Environmental Horticulture, Public Horticulture, and Urban Forestry – that have more flexible requirements than the previous major (Urban Forestry).

The EHUF major is interdisciplinary in nature as it includes courses from areas such as Engineering, Human Resource Management, Landscape Architecture, Law, Museum Studies in addition to areas within CFR. An important part of the curriculum is student internships, which continue to evolve with various private companies and with governmental agencies; such relationships have also developed into research and leadership opportunities. With regard to research opportunities for undergraduates, EHUF has also had three Mary Gates Scholars in the last two years. Interest continues to grow in this major, which, although currently small, is the only CFR undergraduate curriculum whose enrollment has not dropped in the last five years.

Courses offered through the EHUF major also attract students outside the major. A large proportion of students in these courses includes majors from Landscape Architecture, Botany, Biology, Engineering, and Urban Planning. Regrettably, few students from the other CFR majors enroll in these classes. The committee surmises that this is partly due to the off-campus location of CUH and partly due to other parts of CFR viewing EHUF courses as not being relevant to their curricula.

Industry interest in the EHUF major is very high. Graduates from the EHUF program find relevant positions in the public and private sectors. Careers include landscape management, parks and recreation land supervision, public garden management, habitat restoration, and environmental policy and regulation.

Relationship with the Undergraduate Program on the Environment (PoE)

Approximately 10% of PoE's undergraduates have taken EHUF classes. EHUF currently has several classes listed in the PoE Ecology and Conservation matrix: ten courses in the Natural Science Domain, and one each in the Social Science and Law/Policy/Management Domains. PoE looks forward to its majors doing senior capstone courses through EHUF/CUH. PoE "anticipates continuing to educate students about options available through both the Center for Urban Horticulture and the curriculum of Environmental Horticulture and Urban Forestry. As the number of students enrolled in the Program on the Environment increases, [we] anticipate that the number of students selecting EHUF courses as a component of their curriculum will increase as well." (R. Vaughn, PoE advisor, pers. comm. 1/31/00)

Undergraduate Perspectives

The committee heard from four undergraduates who are currently in the EHUF program. The major themes of the undergraduates' responses included faculty, the curriculum, and relationships within the Center.

According to these students, previously it was difficult to access information about the Center through the University of Washington website. Apparently, little written information was available to

undergraduates that described the EHUF program in sufficient detail, and it was mainly by word of mouth that many students were able to learn what EHUF offered. This situation appears to have been rectified with the assistance of Michelle Trudeau in CFR Student Services.

Currently, EHUF offers classes that are hands-on, service-oriented, group learning experiences. Increased linkage of classes with other departments could benefit undergraduates. For example, one student mentioned that EHUF jointly offers one plant identification class with Botany, but others in the Botany Department could be similarly linked. Students also suggested adding courses in propagation and conservation of rare plants, restoration analysis, street tree management, advanced plant management skills, and a current issues seminar.

The undergraduates who responded to the committee all mentioned the need for more classes, and also realized the need for more faculty members. One student specifically acknowledged the pressure and time constraints that faculty members are faced with when attempting to add new classes. Part of the appeal of EHUF courses is the small class size; however, without more faculty, a growing program would not be able to maintain such a luxury for undergraduates.

The undergraduates claimed that their relationships to the faculty of the center were good; one student mentioned a supportive atmosphere for undergraduates in the program. It was noted that more faculty and student relationships could be developed through increasing transportation options between the main campus and CUH.

Research opportunities, although they do exist, are often difficult to establish for several reasons. The lack of faculty to mentor students in research projects is an obvious problem. Second, the cost center at the greenhouse and nursery discourages all but the most persistent students from pursuing research ideas. Insufficient greenhouse management, both in terms of care and cooperation, are also impediments to student projects. In addition, there is no secure outside space for undergraduates to do their research.

A final concern is the appearance of CUH grounds. One student claimed the gardens and grounds outside the Center are not maintained properly. As CUH is perceived as being a leading example of innovative greenspace management, it is crucial to its credibility that its landscape management be held to the highest standards.

Graduate Program

The graduate program in EHUF has existed since CUH began and is an active program with the second highest number of students in the College. PhD, MS, and MFR degrees are offered in areas that roughly correspond to the three options in the undergraduate program. Faculty are currently reviewing the curriculum, which will probably be revised to include a slightly more structured approach to the degree programs. At the same time, the differences between the MS and MFR degrees will be clarified.

Graduates from the EHUF MFR/MS/PhD program have been successful in establishing themselves in a number of different arenas. Graduates are in management positions throughout the region's municipalities as urban foresters in Tacoma and Seattle Parks, as well as leaders in plant exploration and the nursery trade (Table 1).

Graduate Perspectives

The students have high regard for the EHUF faculty. Most graduate students come to the EHUF program for specific faculty associations, but have no concept of the Center itself. The close association with the entire faculty, beyond an individual advisor, is one of the strongest points of the program. Prior to Dr. Chalker-Scott's arrival, only Dr. Ewing (who specializes in ecological restoration) was accepting graduate students into a research program. Hiring Dr. Chalker-Scott has broadened the expertise within EHUF/CUH. Her work in landscape plant ecophysiology (in part, the science of growing and maintaining plants in human-altered environments) contributes to the mission of the Center; such work provides a scientific link to horticulturists and other constituents in the region. Dr. Reichard (a research faculty member) contributes to the success of the graduate research program with her interest in rare plant conservation and invasive species. The students benefit regularly from contact with all three faculty members.

In addition to traditional coursework offered through EHUF and the rest of CFR, students in the graduate program are encouraged to explore offerings across the University, especially those in Business, Landscape Architecture, and Museum Studies. The committee recognizes that some students view the flexible nature of the program as lacking in structure or focus. The committee recognizes that this is not necessarily a shortcoming of the program itself; it does recognize the need to accept students that thrive in such an interdisciplinary program.

Some students have been confused by the apparent disconnect that exists between CUH's mission and the EHUF program. The Center's stated mission is strongly oriented towards horticulture; yet until recently the research component of EHUF focused largely on restoration and ecology. This duality between the public image of the Center (public gardens) and the realities of the recent research focus is confusing and has been perceived by some students to be misleading. New courses offered by Dr. Chalker-Scott in plant stress physiology, Drs. Wolf and Wagar in urban forest management, and Dr. Wott in public garden administration have begun to address the discrepancy between the program as perceived and the offerings actually provided. It is important that these programs be nurtured by the College and communicated effectively to industry and the larger community, especially if EHUF/CUH is to maintain its national reputation as a leader in horticultural education.

Student relationships with the staff of the Center have been beneficial to both. Students have enjoyed 'mentor' relationships with staff, and several have become actively involved in the outreach component of the Center. An area of concern is the difficulty students have gaining access to research facilities at the Center. What would seem like a natural relationship between the Center and students in EHUF has been slow to develop. Some students feel that CUH/EHUF/CFR do not provide enough financial support for research. The cost center model is a financial barrier that discourages student use of the facilities. Despite the charges for the facilities, students do not receive basic plant care (e.g., watering). Similar issues have discouraged more than one student from using the facilities at CUH for research.

Students point out that leadership of the Center needs to be stronger; recent leadership failed to pull diverse groups into a cohesive unit. Additionally, in the past, students generally divided themselves into two 'camps' of horticulture vs. restoration. A new cooperative attitude in a strong Center Director can effectively communicate the focus of the Center while encouraging diversity. A strong leader can also help to cultivate the relationships that have been neglected. Departmental relationships students would like to see strengthened include those with Botany, Fisheries, Landscape Architecture, Museology, Public Affairs, and Urban Development and Planning.

The primary area of concern for graduate students with regard to the program appears to be the level of academic rigor. Graduate courses are not offered in any of the focus areas of graduate students. Additionally, some students have expressed concern over the range of quality of graduate students within EHUF. Because the graduate experience in EHUF requires students to be well-prepared and self-motivated, students who have a poor definition of their goals will be less successful. Students expressed general consensus in a desire for faculty to select quality students and hold them to high standards. Students perceive that the entire program suffers from lack of faculty: the two full-time faculty and one part time faculty member associated with the EHUF program are stretched too thin; they have too many responsibilities, students, classes, and conflicting expectations from others. In the students' eyes, EHUF/CUH and the associated programs need more resources in order to fulfill their potential.

VII. Relations Between CUH and the Washington Park Arboretum (WPA)

The management relationship between the Washington Park Arboretum and the University of Washington's College of Forest Resources is set up organizationally through the Center for Urban Horticulture. The committee heard numerous remarks regarding the unclear nature of this relationship.

Direction/Management

Both staff and volunteers need clarification of the relationship between WPA and CUH. WPA is considered to be an integral part of the Center by a number of people, but by no means everyone. Surprise was expressed that WPA did not merit greater mention in the charge letter to the committee.

An unclear organization structure/relationship currently exists between the two sites; chains of reporting do not function well. The current structure results in mixed communications, uncertainty among staff members and ineffectual use of resources, including volunteers. There is insufficient or inconsistent staff/faculty support and evaluation. Part of the problem is attributed to having a Director at each site. The relationship between the two Directors should be clarified. Once accomplished, the same needs to be done for the other staff and faculty at each site.

Physical isolation from the College and between the two sites contributes to redundancy of tasks. The current structure results in a lack of efficiency, often ending in the delay or failure of desired outcomes. When reporting lines and job descriptions are unclear, and when there is not a clear support for the unit, then staff are left feeling adrift.

Staff

Both sites are currently experiencing staffing problems. Multiple positions are vacant at WPA and at the Center. Staff are frustrated because leadership has not been provided and, therefore, they feel they are not able to do the job that they know they can do.

A specific instance is the loss of the Curator at WPA. It is generally felt that both sites functioned best with a Curator. The result of this position not being filled has caused the loss of the common thread between the two sites. Several staff reported that their jobs have changed since the loss of the Curator and that curation duties have been split between different existing personnel. A curatorial committee was formed after the position was vacated, but apparently meets only to address WPA issues. WPA is suffering from the lack of a Curator with public garden management and plant knowledge.

There appears to be no clear definition of roles, either for the two Directors or for the staff members that have responsibilities at both sites. Many feel that if the two sites are indeed to function as one unit, or even to have a fully functional relationship, there should be one Director who has a comprehensive view of the entire program.

Management of the education program follows similar lines. There are two Education Coordinators (one permanent position currently vacant): one sited at CUH and the other at WPA. One focuses on adult and professional education, the other on youth programs; one reports to the CUH Director, the other to the WPA Director. A clear, comprehensive vision for the education program does not result from such organizational structuring, nor do resources get used effectively.

Arboretum Utilization and Role

WPA serves important needs of education, research and outreach, but is underutilized as a resource for both academic and continuing education. Current WPA education programs are not using the collections sufficiently. While a woody plant collection as important as WPA's is not a necessity for educating children, it does serve as a tool for academic, professional and adult education.

Both EHUF/CUH and WPA staff/faculty feel the mission of the Center is misunderstood by CFR. If the staff /faculty at CUH/EHUF feel disconnected from CFR, the feeling is even stronger at WPA. Being yet one more layer removed results in under-use of an important resource, one with international recognition and importance.

WPA appears to be viewed as an “attractive nuisance” by the University (Iain Robertson, pers. comm., 1/5/00). The value of WPA and its needs are overlooked, resulting in an Arboretum that is undersupported, underdeveloped and undervalued.

During the interview/fact finding process a number of recurring themes emerged:

- The mission of the Center is even more important now than when it was first created. It is feared that the vision for the Center is gone.
- The loss of the position of WPA Curator has had serious implication at both sites.
- Incredible potential exists for the Center and WPA.
- It is time for a complete review of the WPA.

VIII. Relationships with other UW Entities

Interactions with Botany

There was unanimous agreement among the Botany faculty who met with the committee that CUH is a vitally important part of the University of Washington but "has never received the support it has deserved from the College." To amplify this statement, Botany faculty noted that too much teaching is required of the EHUF faculty, which decreases their abilities to conduct research or to interact with other units on campus (such as Botany). Without assigning blame, the Botany faculty believes that more effort needs to be made by both groups to enhance faculty interactions. Currently, interactions are generally limited to serving on graduate student committees. EHUF is recognized as being integral to the Botany program; the Botany Chair notes that "urban horticulture is *the* most important thing happening right now (in terms of whole plant science)."

A lack of leadership at CUH has been felt for the last 5-6 years by Botany faculty, resulting in a "fuzzy" perception of CUH and its mission. Botany faculty agree that the Director of CUH needs to be a faculty member and that a national search must be conducted. However, the teaching demands of this Director must be minimal to allow more time to be spent in supervising and promoting activities at CUH. The Botany Chair also feels that the Director needs to have the authority to supervise faculty and that CUH should therefore be its own unit. Furthermore, the Botany Chair states that a minimum of four state-funded faculty are necessary to run EHUF programs, but an optimal number would be closer to eight state-funded lines.

An additional comment heard from the Botany faculty testimony focused on the "cost centering" of the greenhouse. This policy has routinely discouraged Botany faculty and graduate students from undertaking projects at CUH. This practice decreases the already infrequent collaborations between Botany and CUH/EHUF researchers.

The Botany faculty was in agreement that 1) more visibility is needed for CUH and the EHUF program; 2) "UW could gain a lot by keeping CUH alive and well - it has great potential"; and 3) they support CUH, its programs, and its faculty, without reservation.

Interactions with Landscape Architecture

The Landscape Architecture (LA) program has been associated with CUH since its inception. EHUF courses are required of LA majors, and many EHUF majors opt to take LA courses. There is evidence of increasing respect among these two very different groups. LA would like to increase these associations, especially in joint projects with several of the EHUF teaching and research faculty. There was an expressed interest in EHUF/CUH strengthening its social sciences, perhaps through Environmental Psychology. LA faculty and students recognize the increasing importance of urban environments; the Chair of LA opined that CFR needed to recognize it as well. The Chair of LA mentioned the assumption by the horticultural and green industries that CUH should be primarily addressing their "agendas", which the LA Chair believes is incorrect. The new CUH Director needs to address this misconception.

The Chair of LA also noted that CUH was created using a land-grant university model. This model, with its defined emphases on research, teaching, and outreach, has created tension between CUH/EHUF, CFR, and UW. CFR (and UW) need to decide whether or not public outreach is important. Although unusual in a liberal arts university, the unique opportunities afforded by CUH/EHUF and its outreach programs should be embraced and publicized. Faculty associated with these programs should have a formal association with CUH and be evaluated accordingly.

The LA Chair also noted a tension between WPA and CUH due to geographic and administrative problems. It was reported that the CUH directorship has been weak and the creation of a separate WPA directorship has contributed to the tension. It is the opinion of the LA Chair that there should be a single Director of CUH and WPA. The lack of a Curator at WPA was termed "scandalous" and should be rectified. The hiring of a new Director should be via a national search and should not rely on existing faculty, who are already stretched too thin. The LA Chair suggested that, due to the complexity of the position, the Director of CUH should also be an Associate Dean of CFR.

Interactions with the UW Restoration Ecology Network (REN)

EHUF/CUH is also involved in the emerging UW Restoration Ecology Network (UW-REN, funded through the UW Tools for Transformation initiative (<http://depts.washington.edu/uwren/index.htm>), primarily through EHUF's Prof. Kern Ewing and Ecosystems Sciences Division Director Tom Hinckley. UW-REN is a tri-campus endeavor among UW Tacoma, UW Bothell, and UW Seattle, to provide educational outreach and research leadership in ecological restoration. Professors John Palka and Mike Wallace, co-directors of the Program on the Environment, are also part of REN; they emphasize the crucial role of Dr. Ewing in the project. The Union Bay Natural Area of CUH is listed as one of the "living laboratories" of UW-REN. The purpose of UW-REN is to promote restoration education and student research, including undergraduate research, and to develop linkages between the university and the community in regional restoration efforts. CUH/EHUF form a critical part of these linkages.

IX. Organizational Structure

Organization in the College of Forest Resources and the University

The Center for Urban Horticulture was originally placed in the Provost's Office largely because the College of Forest Resources did not have available faculty positions, while the Provost's Office did. Provost Beckman had a very strong interest in CUH and provided 6 faculty positions in addition to a Director. There was an understanding that the Provost's Office would not be the permanent home for CUH and in 1988 CUH administration was moved to CFR with some degree of independence. Faculty were originally included as non-voting members of the Biological Sciences Division and finally formed their own division of Urban Horticulture affiliated with the Center for Urban Horticulture. The last director was both Chair of the Division of Urban Horticulture and Director of CUH until 1997. With the College's reduction of academic divisions in 1997 from four divisions (Urban Horticulture, Ecosystem Science and Conservation, Forest Management and Paper Science and Engineering) to two divisions (Ecosystem Sciences and Forest Management and Engineering), EHUF faculty now report to the Chair of the Ecosystem Sciences Division, not the CUH director, and are not directly affiliated with the Center. The CUH permanent Director position is currently vacant.

The current organizational structure is shown in Figure 1. The structure is not strongly hierarchical, but the Director of WPA does report to the CUH Director. There are benefits and disadvantages to this structure. The major disadvantage is that WPA and CUH do not function as one unit, particularly with respect to staff members who have responsibilities in both locations (e.g., in the area of plant propagation). Prior to the incorporation of the Division of Urban Horticulture into the Ecosystem Sciences Division in 1997, the administrator for CUH had signing authority, was provided directly with budget data, administered the staff payroll, reimbursed petty cash purchases, and had purchasing authority. In the current structure, CUH is now managed by the College. Thus, CUH budget information is sent to the College Administrator and then moves to the CUH Administrator. There was expression, particularly from staff members, that CUH functioned more efficiently under the Provost's Office than under CFR.

The committee observed widespread feeling among the CUH/EHUF faculty and staff that CFR does not fully understand, embrace, support, nor reward people and activities crucial to the stated mission of CUH. There is a perceived history of broken promises between CFR and CUH; this perception is heightened by a recent decision by the College Strategic Planning Committee not to recommend the hiring of an additional EHUF faculty person, supporting other programmatic needs instead where faculty had recently retired (Bare, 2000).

Faculty Association with CUH

At the time of its creation, the Center for Urban Horticulture had a Director (also a faculty member) and six faculty lines. These faculty were associated with the Center, and when CUH was added to the College of Forest Resources, it maintained the distinction of being a Division within the College. Recently this has changed with the consolidation of CUH into the Division of Ecosystem Sciences. With this administrative change the faculty housed at CUH are no longer affiliated with the Center; instead, they are faculty in the Division of Ecosystem Sciences. This change has caused a great deal of confusion and sometimes tension among faculty and staff, as faculty now have no formal input into decisions that are made at CUH. Such decision-making processes might solicit input from faculty, but ultimately they are made by the CUH director and associated staff. The faculty have felt disenfranchised and more like tenants than members of CUH.

A solution to this problem would be to create formal associations between the EHUF faculty and CUH. Similar faculty associations have been formalized at the Burke Museum. Suggested titles would include CUH Ecologist, CUH Horticulturist, CUH Conservationist, CUH Taxonomist, CUH Forester, etc. Not only does this give faculty the opportunity to help guide CUH affairs, it also would help in solidifying, recognizing, and rewarding the outreach activities associated with the Center.

The dissociation of the faculty from CUH has caused faculty to be reluctant to participate in CUH outreach activities, as these are perceived to be activities of little value to the Division of Ecosystem Sciences Promotion, Merit and Tenure (PMT) committee. Previously, PMT decisions were made by the faculty of CUH and the importance of outreach activities was recognized and rewarded. CUH outreach activities will be able to benefit from faculty participation only when such undertakings are recognized and rewarded by the Division and College administration. The original CUH Management Guidelines Agreement language states, "Center Faculty approves its own membership and sets its own criteria for evaluation, as defined in the University Code" (see attachment). In light of recently passed UW Faculty Code legislation regarding PMT decisions, it would be forward-thinking of CFR and its PMT committees to review EHUF (and other CFR) faculty using a land-grant university model, such as that developed at Oregon State and used widely elsewhere.

Nature of CUH Directorship

One of the questions from Dean Thorud's charge letter to the committee is concerned with the nature of the appointment for a new Director. The committee concludes that the Director's appointment should be a faculty appointment at the level of full professor. Because the Director would need to interact/negotiate with other UW administrators, deans, chairs, and other faculty, the committee strongly feels that this needs to be a faculty appointment. As an analogy, the committee notes that Dr. Karl Hutterer, Director of the Burke Museum (which shares some issues similar to those of CUH), is a full professor of Anthropology.

The Director's duties will be multiple and varied, and will require the Director to operate in a number of complex and different arenas. S/he will have to engage in a tremendous amount of institution building; will have to decide how to manage two physical facilities (CUH and the WPA); will have to build relationships with people and organizations in the urban horticulture and environmental restoration industry; and will have to engage in a considerable amount of fund-raising. Thus, the committee recommends that the teaching expectations of the Director be minimal.

The committee notes that Urban Horticulture is no longer a division within CFR. Thus, under the present system, the Director has no divisional standing within the College, is not requested to provide input for faculty evaluations (e.g., annual merit or promotion and tenure) and may have been perceived as simply the manager of physical facilities. The complexity of this position is such that the committee recommends that the Director carry the title of Associate Dean. The Director needs a direct and formal pipeline to the dean; it is not enough to rely upon collegial personalities. The organizational connection needs to be real.

Issues of Staff Replacement

Staff levels are not adequate; several positions are open and need to be filled. Particular needs include replacement of the Continuing Education Coordinator and a Curator for WPA. The lack of a paid staff person at the reception desk is extremely frustrating for outside callers and visitors, and inexcusable for a facility with a defined and significant public component. The role of the CUH Administrator also needs to be re-evaluated. A CUH Administrator with local signing authority would relieve the administrative backlog at CUH. The committee recommends that this person work very closely with CFR administration to the extent that s/he might have part-time office space in Anderson. Final decisions would be reviewed with the CFR Administrator. Relationships among CFR, CUH and the WPA Continuing Education Programs need to be clarified.

Cost Center and Building Rental

A self-sustaining cost center was set up in 1996 for facilities use due to the lack of university support. There is a charge per square foot for facilities use, including the greenhouse, growth chambers, nursery, and grounds. Graduate students, faculty, federal and state agencies and industry are eligible for facilities use, but fees differ depending on the user. EHUF faculty have been allocated \$200/month for facilities use, but this appears to be inadequate. There are currently funds in reserve in the cost center, but there is

a general feeling that the current fee structure has inhibited facilities use, particularly by graduate and undergraduate students.

The NHS Conference Hall and 3 classrooms are rented to the university and outside users. A number of organizations also rent permanent space, including the Northwest Horticulturist Society, Puget Sound Mycological Society and Seattle Garden Club. Portions of several CUH salaries are paid from rental income. Parking was initially a problem because University Parking controlled the facility and required permits. CUH now controls parking and pays the Parking Division \$23,000 per year; Center staff and EHUF faculty pay a monthly fee to the University. Parking issues still exist, however, when facility rental use exceeds Center parking space and CUH staff or EFUH faculty are left without parking space. While the committee recognizes that no UW faculty or staff are guaranteed parking in any particular location, the fact that the aforementioned organizations outside the UW have offices (and therefore ongoing activities) at CUH exacerbates the parking problems for CUH staff and EHUF faculty. The needs of those persons that pay a monthly fee to park at the Center should be addressed, perhaps through reserved parking spaces.

Security Issues

The remote location of CUH has been a security problem. Bicycles, wallets and other personal items have been stolen; grounds have been vandalized; nursery specimens have been stolen and even destroyed. This problem is magnified for female staff, students and faculty who are often nervous about working after hours or on weekends. The issue of security needs to be reviewed to ensure safety for persons and property.

Relationships with Washington State University (WSU)

Since the inception of CUH there have been ongoing discussions about relationships between WSU and CUH. Discussions concerning sharing of courses and students have been conducted, but no agreements have been made. Part of the problem has been that WSU is on a semester system, while UW is on a quarter system. Thus, students would have to dedicate a whole academic year to such an exchange.

On the other hand, WSU faculty have participated in EHUF courses and two WSU faculty from Puyallup are affiliate faculty members (Rita Hummel and Ray Maleike). Dr. Hummel has helped teach EHUF 431 (Landscape Plant Selection) and Dr. Maleike taught EHUF 445 (Landscape Plant Management) for several years before the arrival of Dr. Chalker-Scott. Dr. Maleike was paid by EHUF to teach the course.

Dr. Robert Gara (EHUF Adjunct Professor in the FME Division) and Dr. Art Antonelli (WSU Puyallup) attempted to teach a joint urban entomology course but the course was cancelled due to low enrollment. However, a number of WSU faculty, including Dr. Antonelli, have participated over the years in EHUF 451 (Urban Plant Protection), taught by Drs. Gara and Edmonds.

In 1994 a memorandum of agreement for a Cooperative Extension Program in Horticulture was entered into WSU, CUH, CFR, and King County to cooperate in public and professional continuing education in urban horticulture and pest management. This is part of the overall WSU Cooperative Extension Program and is housed at CUH. King County provides office equipment, support staff, and operations while CUH provides the necessary office and lab space. Educational events for Master Gardeners continue to be exclusive to Master Gardeners program and are identified as WSU Cooperative Extension Programs. Currently, Joan Helbaka is the WSU program coordinator and Mary Robson is the King County extension agent.

It has been noted that while there is a friendly, low-key relationship between WSU and CUH/EHUF faculty and staff (primarily due to co-location), there could be a dynamic, mutualistic partnership instead. The potential for such a partnership should be explored.

Management Models Used by Other Urban Horticultural Centers with Arboreta and University Affiliations

As part of the information gathering process, the committee considered management models used by other urban horticultural centers with arboreta and affiliations with universities. Two centers that are similar to CUH are the Missouri Botanical Garden and Shaw Arboretum affiliated with Washington University, and the Matthaei Botanical Garden and Nichols Arboretum affiliated with the University of Michigan.

The Missouri Botanical Garden is directed by Dr. Peter Raven, a faculty member in the Division of Biological and Biomedical Sciences in the Biological Sciences Department at Washington University, St. Louis. It is run as an organization with considerable independence from Washington University. It was founded in 1859 and is located on 79 acres in the City of St. Louis. The Shaw Arboretum (2,500 acres) was founded in 1925 and is located approximately 35 miles west of St. Louis. The organization of the Missouri Botanical Garden is shown in the Appendix to this document; further detailed information is available on the world wide web at: www.mobot.org/servermap.html. The Division of Horticulture has a director and a staff of 65. The graduate program has a manager; students are from four nearby institutions (Washington University, University of Missouri-St. Louis, St. Louis University, and southern Illinois University-Edwardsville). Twenty-one Missouri Botanical Garden scientists have adjunct appointments at one or more of these universities. Fourteen faculty members from these universities serve as research associates at the Garden. Horticultural short courses are offered in the Education Division.

The administrative structure at the University of Michigan is different. The Matthaei Botanical Garden is located about 5 miles from the main campus and has a staff of 23. The Director, Dr. James A. Teeri, has a faculty appointment in the Department of Biology in the College of Literature, Science and the Arts. Dr. Teeri is also the Director of the Michigan Biological Station. The garden is strongly associated with the university as indicated by the world wide web site (www.lsa.umich/mbg).

The Nichols Arboretum is 123 acres and is managed by the School of Natural Resources and the Environment. This is in contrast to the Matthaei Botanical Garden, which is managed in the Biology Department in a different college. (The arboretum web site address is: www.umich.edu/~snrewww/arb/.) The Director of the Arboretum is Dr. Harry Morton a faculty member in the School of Natural Resources and the Environment. The Arboretum in association with the natural History Museum and Matthaei Botanical Garden, form the University's exhibit museums.

A number of other horticulture programs have affiliations with universities, but they are independent. Good examples are the New York Botanical Garden (www.nybg.org) which is affiliated with Lehman College, Columbia University, Cornell University, New York University, and the School of Environmental Studies at Yale University. Longwood Gardens is affiliated with the University of Delaware (www.udel/LongwoodGrad).

Options for Organization of the Center for Urban Horticulture

The committee has considered a number of options regarding the organizational structure of CUH, including the status quo. The committee recommends that the UW and CFR give them serious consideration and think through the consequences of each. Five options for the organization of CUH are described briefly below.

Option 1 – No change.

Under this option the Director of CUH would report to the Dean's Office of CFR and the WPA Director would report to the CUH Director. EHUF faculty would continue to report to the chair of the Ecosystem Sciences Division.

Option 2 – CUH Director as Associate Dean.

Under this option the Director of CUH would be perceived as having a more complex role than that of a Chair. All other relationships would remain as currently arranged.

Option 3- Moving CUH back to the Provost's Office on a temporary basis.

Under this option the Director of CUH would report to the Provost's Office and the WPA Director would report to the CUH Director. Given the fact that CUH may require special attention from the University to increase faculty numbers from its current 3 tenured faculty (WPA Director and 2 teaching faculty) to the 6 it was originally allocated, such a temporary arrangement may be necessary for a period of time to ensure that the program builds in strength and is not vulnerable to more faculty cuts. In time it could go back to CFR. EHUF faculty would continue to report to the chair of the Ecosystem Sciences Division and the CUH Director would also have a faculty appointment in CFR. Undergraduate, graduate and extension education would continue to be accommodated.

Option 4 – Splitting CUH and WPA.

Under this option the Director of CUH would report to the Dean of the College of Arts and Science and would be a faculty member, perhaps in the Botany Department, as would the other EHUF faculty. The WPA Director would report to the Dean of CFR. This model is somewhat like the University of Michigan model. Undergraduate, graduate and extension education could be accommodated with this option. However, there may be problems with respect to how faculty extension activities are evaluated.

Option 5 – A more independent CUH and WPA.

Under this option CUH would be an independent organization affiliated with the University. The CUH Director would hold a faculty appointment either in the College of Arts and Sciences or CFR. The WPA Director would report to the CUH Director. Faculty would have curatorial or other types of appointments in a variety of departments. This option is more like the Missouri Botanical Garden model and perhaps the proposed new model for the Burke Museum on the UW campus. It allows for development of outreach activities and graduate programs, but may have some limitations for a coherent undergraduate program. More cooperation with Washington State University and other horticultural programs in community colleges may be facilitated.

X. Recommendations

The Center for Urban Horticulture serves an important and relevant function within the University and in the external community. Currently, all three dedicated aspects of the CUH mission (“the CUH is dedicated to research, teaching, and public service concerning the selection, management, and role of plants and of ecosystems in urban landscapes”) are being performed at different levels and with different degrees of success as a result of a number of factors. The committee concludes that the overall research/teaching/outreach program associated with CUH is important and has great potential; that there are also a number of impediments to be overcome. Many of the people interviewed felt that one of the primary reasons for the success of CUH over the years was the dedication of the associated faculty, staff and volunteers. The concern heard most frequently by the committee regarded the management of CUH, specifically its overall organizational structure, relationship to CFR management, relationship with outside constituents and industry, and the amount and use of its resources.

Unlocking the full potential of CUH, EHUF, and the WPA requires an embracement by the University and the College of Forest Resources, with complete and visible support of faculty, staff, and students. All of the committee’s seven recommendations are connected to this conclusion. If CFR is unwilling or unable to support CUH/EHUF, it is recommended that Option 3 (see Section IX.) be followed. Thus, the committee’s recommendations to CFR and UW are:

- 1) Restore state-line faculty positions (6 full-time, 1 director) per original agreement between CUH, CFR, and the Provost’s office.** (See attachment)

- 2) Conduct national search for new CUH Director**
 - Senior faculty with an academic background but minimal teaching obligation
 - Fund-raising and outreach skills
 - Associate Dean designation

- 3) Devise more appropriate model for evaluating and rewarding EHUF faculty**
 - Revise promotion, merit and tenure measures based on the land-grant university model (i.e. specify percentage time spent on research, teaching, and outreach)
 - Create formal CUH affiliations for EHUF faculty (Burke Museum model)

- 4) Increase opportunities for EHUF students and other UW community members**
 - Restore faculty lines (as recommended in #1)
 - Support the continuation of the existing courses offered by EHUF
 - Encourage and support the development of rigorous courses for graduate study
 - Remove cost center model for undergraduate and graduate research
 - Increase security around CUH
 - Extend UW/COH bus services to CUH

- 5) Replace staffing and increase operating efficiency at CUH**
 - Replace CUH Director (as recommended in #2)
 - Replace chief administrator for CUH and restore local signing authority
 - Replace receptionist at the CUH front desk
 - Replace CUH Education Coordinator
 - Replace WPA Curator
 - Create CUH/WPA Education Director position
 - Improve management of CUH greenhouse, nursery, and grounds
 - Increase security around CUH (as recommended in #4)
 - Ensure adequate parking for staff, faculty students who pay a monthly fee

6) Improve relationships with external constituents

- Restore faculty lines (as recommended in #1 and #4)
- Recognize faculty outreach activities (as recommended in #3)
- Replace the CUH Education Coordinator (as recommended in #5)
- Increase dialogue with external community via active advisory board
- Increase interactions with WSU
- Create CUH/WPA Education Director position (as recommended in #5)

7) Review Washington Park Arboretum

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