



February 27, 2014

Ruth S. Watkins
Senior Vice President for Academic Affairs
205 Park
Campus

RE: Graduate Council Review
Department of City and Metropolitan Planning

Dear Vice President Watkins:

Enclosed is the Graduate Council's review of the Department of City and Metropolitan Planning. Included in this review packet are the report prepared by the Graduate Council, the Department Profile, and the Memorandum of Understanding resulting from the review wrap-up meeting.

After your approval, please forward this packet to President David Pershing for his review. It will then be sent to the Academic Senate to be placed on the information calendar for the next Senate meeting.

Sincerely,

David B. Kieda
Dean, The Graduate School

Encl.

XC: Nan Ellin, Chair, Department of City and Metropolitan Planning
Keith Bartholomew, Interim Dean, College of Architecture + Planning

The Graduate School
201 Presidents Circle, Room 302
Salt Lake City, Utah 84112-9016
(801)581-7642
FAX (801)581-6749
<http://www.gradschool.utah.edu>

The Graduate School – The University of Utah
GRADUATE COUNCIL REPORT TO THE SENIOR VICE PRESIDENT
FOR ACADEMIC AFFAIRS AND THE ACADEMIC SENATE

October 28, 2013

The Graduate Council has completed its review of the **Department of City and Metropolitan Planning**. The External Review Committee included:

Charles E. Connerly, PhD (Chair)
Professor, School of Urban and Regional Planning
University of Iowa

Ann Forsyth, PhD
Program Director, Master in Urban Planning
Department of Urban Planning and Design
Harvard University

David Listokin, PhD
Professor, Edward J. Bloustein School of Planning and Public Policy
Rutgers University

The Internal Review Committee of the University of Utah included:

Abby Fiat, MFA
Professor, Department of Modern Dance

Barbara Brown, PhD
Professor, Department of Family and Consumer Studies

Daniel McCool, PhD
Professor, Department of Political Science

This report of the Graduate Council is based on the self-study submitted by the Department of City and Metropolitan Planning, conversation with the external review committee, the reports of the internal and external review committees, the OBIA profile, and the Department Chair and Dean's letters in response to the internal and external review committee reports.

DEPARTMENT PROFILE

Program Overview

The mission of the Department of City and Metropolitan Planning is to enhance the health and vitality of towns, cities, and regions through place-based and integrated approaches to quality growth, building in harmony with nature, placemaking, and capacity-building. Teaching, research and practice are all means of supporting this mission.

This is the first Graduate Council review of the Department of City and Metropolitan Planning, as it has existed in its present structure for only five years. The undergraduate program in urban planning was initially housed in the Department of Geography (as of 1978). In 2003, the undergraduate program was moved to the Graduate School of Architecture (now the College of Architecture + Planning). Shortly thereafter, a master's degree and graduate certificate in urban planning were initiated. The Department entered a period of rapid growth and development, which was enhanced five years later. In 2008, the present configuration was formed as the programs became the Department of City and Metropolitan Planning (C&MP) and the master's degree was labeled Master of City and Metropolitan Planning (MCMP). In 2010, this degree was accredited by the National Planning Accreditation Board. At approximately the same time, a PhD program was initiated, as was a Master of Real Estate Development (through a partnership with the David Eccles School of Business). The Department offers graduate certificates in Planning, Historic Preservation, Real Estate Development, and Urban Design. The Department has three principal research centers: the Metropolitan Research Center, Ecological Planning Center, and National Institute of Transportation and Communities (this last in conjunction with several other universities). The Department is the university home of the Center for the Living City and is affiliated with the Global Change and Sustainability Center. Three ongoing programs include the Island Press Book Series, the 10 11 12 lecture series focusing on planning and urbanism, and the Mayor's Symposium. The self-study reports that the faculty have written or edited 40 books, published 167 articles and book chapters, delivered 40 invited talks internationally, 251 talks nationally, and hundreds of talks locally since 2006. It states that the number of students has grown from 25 to 857 in 10 years, while the faculty has expanded from 1 to 12. Undergraduate degrees began being awarded in 1978. The 2011 OBIA report indicates that 41 undergraduate and 25 master's degrees were awarded. There are currently 19 PhD students. The first PhD degrees will be awarded in the very near future.

The Department has garnered over \$15 million in grant and contract funds through 89 grants and contracts. Adjunct faculty members have garnered an additional \$7 million in grant and contract funding. The Department has also received more than \$600,000 in gifts and sponsorships. The OBIA profile reports that appropriated funds grew from \$354,402 in 2005 to \$1,605,233 in 2011. Clearly this is a highly active and rapidly expanding department. According to both the internal and external

review reports, the Department has also enhanced its quality to the point where it is highly ranked and on the verge of even higher rankings. Its goal is to be ranked as a top-20 planning program in the US. Moreover, faculty, students, and staff alike report satisfaction and positive morale.

The Department has grown rapidly during the past 10 years in terms of faculty, students, programs, productivity, centers, activities, and quality. In essence, it has energetically created a level of activity and growth by drawing on the commitment, collaboration, innovation, and good will of a limited group of faculty and staff. Much of this growth has been enabled by temporary funding. Moreover, the expansion of programs has occurred without a parallel growth in space, leading to a severe deficiency. The Department has set goals for additional growth in the future, but it is unclear how this can be realized without solving the critical space availability problem. The Department is currently facing a situation where it needs to identify the resources to sustain and enhance its level of productivity, quality, and activity or consider which priorities can be sustained without additional resources. The Department also seeks to enhance its already-strong national reputation and to strengthen its diversity. From all indications, the Department is well-poised to meet its strategic goals if adequate resources can be marshaled. However, the internal and external reviews note that the successful expansion of the Department remains “fragile” and concluded that they had the impression that “the current situation is not sustainable.”

Faculty

As of fall 2013, the Department includes 12 core faculty members, eight of whom are tenure-line faculty, while three of the others are career-line faculty, and one is an adjunct professor who is an economist in the University’s Bureau of Economic and Business Research. Two research professors are also integral to the program. According to the Department’s self-study, there are approximately 20 auxiliary faculty, who include many local planning professionals.

The faculty are very energetic, innovative, productive scholars as well as strong teachers and graduate student mentors, and are highly engaged in community activities such as community-based learning classes as well as two workshops, one of which is especially devoted to working with the west side, a largely Latino neighborhood. They are highly engaged with national and international outreach, as is clear from the hundreds of public speaking engagements they have contributed.

The internal reviewers note that “Academic Analytics ranked the faculty in the top ten of Planning PhD programs nationwide on seven distinct metrics” while the Chair’s response letter additionally reports that the Academic Analytics 2011 rankings ranked the Department as #21 in the US.

Of the core faculty members, five are women and seven are men. The two research professors are women. There are no members of underrepresented groups, though one faculty member is Pakistani. Within the auxiliary faculty, there are seven women and two Latinos, while the Department Chair specifies additional international, religious, and sexual preference diversity. The internal review report notes that many of the core faculty are nearing retirement age, adding to the urgency to attract junior faculty of high quality to maintain the current positive trajectory of the Department.

Students

According to OBIA data, there were 108 undergraduate majors in 2011, 69 master's students and 12 doctoral students. The undergraduate student body is largely made up of local students, most of whom are male. Few members of underrepresented groups are included in the undergraduate student body.

Quality is addressed in the undergraduate program through the GPA requirement. Students must have a 2.7 GPA to enter the major and must maintain an overall 2.7 GPA or a 3.0 GPA in their major. Admitted master's students have had above average GRE scores. A high proportion of them (approximately half) are from Utah, and the external review notes that this is a more regional pool than would be expected for a program of the stature that is desired. They note that additional recruiting on a national stage will be needed to overcome this limitation. Doctoral students are not as geographically limited, coming from across the country and including some international students. The internal review report notes that the Department has worked on a student recruiting plan, finalized in May 2012, and has been implementing the plan.

The Department has raised funds for undergraduate and master's students' scholarships and has funded doctoral students through one fellowship (gift from donor), assistance from the Office of Equity and Diversity, and primarily grants. The Department seeks to fund at least 8 master's students on an ongoing basis. Both external and internal reviews note the fragile nature of the current funding of students, as it is essentially based on "soft" funding through differential, productivity, and student credit hours. They note that more mature programs typically include elements of more stable funding, which should be and is a goal of this Department.

Student satisfaction is generally high, though the internal review notes that students are aware of tensions between the Department and the School of Architecture and that students are hampered by lack of space and differential tuition. The high general satisfaction noted in the internal review results from counterbalancing of these negative attributes with a large number of positive experiences reported by the students.

Diversity

Diversity is a stated concern of the Department, the internal reviewers and the external reviewers. The internal reviewers comment on the lack of geographic diversity in the master's students. External reviewers agree and also comment on the lack of minorities among faculty and undergraduate students. The Chair's response points out that diversity has increased in the last two years, with 45% of applicants being female and 42% being Asian or Black. Of the 22 who entered in 2012, 7 were Asian, 1 was Hispanic/Latino, and 9 were women. She states that the applicant pool was similarly diverse in 2013, though she does not comment on the entering class. Eight of 50 undergraduate majors are minority or international students while 18 are women. The Chair's response links diversity recruitment to a lack of resources, suggesting that resources are needed to implement a detailed recruitment plan.

Curriculum and Programs of Study

The Department offers a BA/BS, an Honors BA/BS, and a minor. These degrees have recently changed from Urban Planning to Urban Ecology as the faculty have designed an innovative curriculum emphasizing systems thinking and ecological design. The external reviewers suggest that this is beneficial to students and is consistent with the contemporary planning field.

The Department gained national accreditation for its master's degree in planning in 2010 from the Planning Accreditation Board. The Master of City and Metropolitan Planning degree focuses on smart growth, urban design, and ecological planning. The external reviewers note that these focus areas are both current and well-aligned with the strengths of the faculty members. The Department reports that growth of this program is a strategic goal for the future. External reviewers laud the requirement that students apply theory and methods through completing a professional project.

The new Master of Real Estate Development (MRED) serves a market including mid-career real estate professionals. The MRED appears to be well-designed to educate students and require them to put their training into practice. The external reviewers praise this program both as an example of collaboration with the School of Business, and as an innovative way to serve a nontraditional student population of existing professionals. The internal reviewers do note an apparent gap in this program, and recommend that curriculum offerings should include instruction on “when not to develop—due to environmental impact, cultural reasons, or issues of social justice” to be more consistent with contemporary understandings of sustainability.

The graduate certificates in planning, urban design, real estate development, and historic preservation serve additional students while providing those students evidence of expertise.

The PhD in Metropolitan Planning, Policy and Design completes the degree offerings and draws on the faculty's scholarship strength.

Overall, programs of study have been well-matched with faculty expertise. External reviewers praise the Department's mentor program through which students from all programs of study are mentored by practicing planners.

Program Effectiveness -- Outcomes Assessment

During the Graduate Council review, the Department also underwent an accreditation review that required attention to outcomes assessment. After an initial phase of exit interviews, interaction with professionals, and alumni surveys that provided feedback, the Department adapted to the feedback. At this point the Department has systematically specified learning outcomes and related outcome assessment measures and is currently implementing this assessment plan. Both the internal and external reviews indicate that students are satisfied and positive about the Department, their experiences in the Department, and their prospects. The internal review report concludes “...the department is keeping in touch with both external sources of employment and internal concerns of students.”

Facilities and Resources

The Department is housed in a building designed to house the School of Architecture long before the integration of Architecture and Urban Planning. The space was designed to house 60 students and 8 faculty members rather than the 300 students, 10 staff, and 30 faculty housed in the building today. Facilities include a computer lab that is used effectively by students across the college. The Katherine W. Dumke Fine Arts and Architecture Library is housed in the Marriott Library. Staff include an administrative assistant and advisor, a grants/contract/budget officer for the college, a network manager, and an assistant computer technician. Space and staff limitations are prominently noted in the self-study and in the internal and external review reports. This situation has become a critical limitation to further growth, and possibly to maintaining current success.

The Department has developed strategic plans for new faculty and staff personnel. The plans include hiring one faculty member with funds from a gift devoted to ecological planning, replacing a position now vacated in community and economic development, and an opportunity hire for a Korean-American to enhance Urban Design and Real Estate Development certificates. Two staff members are included in the plans, as well. One is a new staff position to support the PhD program and the Metropolitan Research Center. The position was obtained and filled in August 2013. The second new staff position is designed to focus on recruiting, job placement, and alumni relations. These plans are detailed and appropriate, but will require additional resources to implement.

COMMENDATIONS

1. The Department's faculty are exceptional. They are highly productive in terms of scholarly activity, publication, recognition in the form of awards, innovative community connections (within the University as well as local and global communities), grant activity, and teaching. Moreover, they successfully create and sustain a positive atmosphere for students.
2. The Department is clearly on a highly positive trajectory, with detailed plans presented for further growth to service this important topic of research and education. The Department Chair and the Dean are highly praised for their leadership and the success this has brought the Department over the past five years.
3. The variety of creative outreach programs and connections forged both externally and within the University are a model of excellence. The relationship with Island Press enables faculty book publications. The workshops, lecture series, and Mayor's Symposia connect the Department with the professional community as well as neighborhood organizations, community councils, and others interested in urban planning issues. Collaboration with other units on campus has led to degrees that serve new markets.
4. The Department has developed student learning outcomes through a long-term process, initially gathering feedback and input from students, alumni, and relevant professionals and later stating clear outcomes that are currently being implemented.

RECOMMENDATIONS

1. The Department has a critical need for additional space. It is recommended that the Department, Dean, and University Administration collaborate to find short-term, possibly temporary solutions, as well as longer-term solutions to this problem.
2. The College and University Administration should work with the Department to identify ways the Department can implement the Chair's proposal for additional faculty and staff.
3. A more aggressive plan to enhance diversity is recommended, especially in the area of underrepresented groups among the members of the faculty. Student diversity should focus on gender and geography as well as underrepresented groups. The Department has taken actions in recruitment and has planned to employ additional resources to undertake diversity enhancement actions but needs to obtain those resources to fully realize its plans. Specifically, the requested opportunity hire would enhance diversity while an additional staff position devoted partly to diversity recruitment would provide an important resource.
4. The Department has been successful in acquiring gifts and grants, and using other soft funds to support graduate students and research centers. However, the Department needs to identify a means of transitioning to more stable funding sources.
5. While the Department has engaged in rapid growth and simultaneously developed a very strong national reputation for its strong and growing quality, maintaining this success and building upon it will require infusion of considerable University resources. While such resources should be sought from the University Administration, it may also be necessary for the Department to make judicious choices about how energies and resources are prioritized.

Submitted by the Ad Hoc Committee of the Graduate Council:

Connie Bullis (Chair)
Associate Professor, Department of Communication

Tim Formosa
Professor, Department of Biochemistry

Susan Johnston
Professor, Department of Special Education

Nancy Basinger (Undergraduate Council)
Associate Director, Lowell Bennion Community Service Center

DEPARTMENT OF CITY AND METROPOLITAN PLANNING

| | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 |
|--|------|------|------|------|------|------|------|
| FACULTY: With Doctoral Degrees Including MFA and other terminal degrees | | | | | | | |
| Full Time Tenured Faculty | 0 | 0 | 0 | 1 | 2 | 5 | 5 |
| Full Time Tenure Track Faculty | 0 | 0 | 0 | 0 | 0 | 0 | 2 |
| Full Time Auxiliary Faculty | 0 | 0 | 0 | 2 | 0 | 1 | 2 |
| Part Time Auxiliary Faculty | 0 | 0 | 0 | 0 | 1 | 2 | 1 |
| With Masters Degrees | | | | | | | |
| Full Time Tenured Faculty | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Full Time Tenure Track Faculty | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Full Time Auxiliary Faculty | 0 | 0 | 0 | 0 | 0 | 1 | 1 |
| Part Time Auxiliary Faculty | 0 | 0 | 0 | 4 | 5 | 5 | 4 |
| With Bachelor Degrees | | | | | | | |
| Full Time Tenured Faculty | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Full Time Tenure Track Faculty | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Full Time Auxiliary Faculty | 0 | 0 | 0 | 1 | 0 | 0 | 0 |
| Part Time Auxiliary Faculty | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Headcount Faculty | | | | | | | |
| Full Time Tenured Faculty | 0 | 0 | 0 | 1 | 2 | 5 | 5 |
| Full Time Tenure Track Faculty | 0 | 0 | 0 | 0 | 0 | 0 | 2 |
| Full Time Auxiliary Faculty | 0 | 0 | 0 | 3 | 1 | 3 | 4 |
| Part Time Auxiliary Faculty | 0 | 0 | 0 | 4 | 6 | 7 | 5 |
| FTE from A-1/S-11/Cost Study Definition | | | | | | | |
| Full-Time Salaried | 0 | 0 | 1 | 0 | 1 | 2 | 10 |
| Part-Time or Auxiliary Faculty | 0 | 0 | 0 | 0 | 0 | 0 | 2 |

DEPARTMENT OF CITY AND METROPOLITAN PLANNING

| | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 |
|--|---------|---------|---------|-----------|-----------|-----------|-----------|
| FTE from A-1/S-11/Cost Study Definition | | | | | | | |
| Teaching Assistants | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| Number of Graduates | | | | | | | |
| Graduate Certificate | 0 | 0 | 0 | 0 | 0 | 15 | 6 |
| Bachelor's Degrees | 0 | 0 | 0 | 0 | 37 | 36 | 41 |
| Master's Degrees | 0 | 0 | 0 | 0 | 18 | 30 | 25 |
| Number of Students Based on Fall Third Week Semester Data | | | | | | | |
| Total Number of Undergraduate Majors | 0 | 0 | 0 | 102 | 85 | 106 | 108 |
| Total Number in Masters Program | 0 | 0 | 0 | 41 | 43 | 74 | 69 |
| Total Number in Doctoral Program | 0 | 0 | 0 | 0 | 2 | 7 | 12 |
| Total Department FTE | 0 | 0 | 0 | 4 | 10 | 32 | 381 |
| Total Department SCH | 0 | 0 | 9 | 126 | 315 | 975 | 9,648 |
| Cost Study Definitions | | | | | | | |
| Direct Instructional Expenditures | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Cost Per Student Fte | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Funding | | | | | | | |
| Appropriated Funds | 354,402 | 474,266 | 483,108 | 1,019,008 | 1,232,003 | 1,289,187 | 1,605,233 |

Faculty Degrees represent total number of degrees awarded per faculty member

Full time faculty is >.75 fte

FTE Cost Study Definitions are the number of faculty FTE's supported by Appropriated Instructional Funding. Faculty with Administrative appointments are excluded.

Total Department FTE divides undergraduate sch by 15, graduate sch by 10

Memorandum of Understanding Department of City and Metropolitan Planning Graduate Council Review 2012-13

This memorandum of understanding is a summary of decisions reached at a wrap-up meeting on December 16, 2013, and concludes the Graduate Council Review of the Department of City and Metropolitan Planning. Ruth V. Watkins, Senior Vice President for Academic Affairs; Keith Bartholomew, Interim Dean of the College of Architecture + Planning; Nan Ellin, Chair of the Department of City and Metropolitan Planning; David B. Kieda, Dean of the Graduate School; and Denise Haynie, Executive Secretary in the Graduate School, were present.

The discussion centered on but was not limited to the recommendations contained in the Graduate Council review completed on October 28, 2013. At the wrap-up meeting, the working group agreed to endorse the following actions:

Recommendation 1: The Department has a critical need for additional space. It is recommended that the Department, Dean, and University Administration collaborate to find short-term, possibly temporary solutions, as well as longer-term solutions to this problem.

The Chair and Interim Dean, along with the reviewers and accreditors, underscored the critical need for additional space for the Department. According to the Interim Dean, the College will proceed with its fundraising efforts, aiming to receive a major naming gift in January 2014 toward the \$22 million goal. For immediate needs, the College will request Capital Facilities and Remodeling funding. The College is currently exploring other options for expansion, including the Field House and other locales. It is hoped that the new Dean of the College of Architecture + Planning will fully and expeditiously pick up these efforts, along with the conversation about moving ahead to address the issues regarding the facility that were raised by the Graduate Council as well as the College's subsequent accreditation report. The Chair and Interim Dean have done a thorough inventory and developed a long-range plan (5-10 years), including a case statement assessing projected growth and space/facility needs.

Recommendation 2: The College and University Administration should work with the Department to identify ways the Department can implement the Chair's proposal for additional faculty and staff.

The Chair is working with the Interim Dean to incorporate the Chair's proposal for additional faculty, including two opportunity hires, and staff into the College's February 2014 budget request. The salary for Brenda Scheer will continue to come from the same source and when she leaves the U, the College will receive half of her salary to hire a new faculty member. Upon the retirement of

Memorandum of Understanding
Department of City and Metropolitan Planning
Graduate Council Review 2012-13
Page 2

Phil Emmi in December 2014, the Department will retain his line/salary and conduct a search for a replacement. From the Chair's as well as external reviewers' perspectives, these new hires are necessary for the Department to become a top 20 program in the US as well as to sustain their degree programs at both undergraduate and graduate levels.

The College is proposing to increase staff as follows: 1) a new staff position dedicated to Alumni Relations, Internships, Mentorships, Job Placement, as well as offering assistance with raising Scholarships and with Recruiting (all listed in Recommendation #2); 2) a new Assistant Dean for Research to augment and support research initiatives, and 3) an increase from 75% to 100% of the current recruitment, academic advisor, and admissions officer, Daniel Hernandez. The College will incorporate 1 and 2 in the February 2014 budget request and the SVPAA will support transitioning the position of Hernandez, who is from an underrepresented minority group, from 75% to 100%, beginning July 2014.

Recommendation 3: A more aggressive plan to enhance diversity is recommended, especially in the area of underrepresented groups among the members of the faculty. Student diversity should focus on gender and geography as well as underrepresented groups. The Department has taken actions in recruitment and has planned to employ additional resources to undertake diversity enhancement actions but needs to obtain those resources to fully realize its plans. Specifically, the requested opportunity hire would enhance diversity while an additional staff position devoted partly to diversity recruitment would provide an important resource.

The two faculty opportunity hires (see Recommendation #2) in the February 2014 budget request will contribute to increasing faculty diversity. The Department is also encouraged to take advantage of the new Graduate School diversity initiatives that will help support greater student diversity. In addition, the new Graduate Fellowship Initiative (beginning AY 2014-15), administered by The Graduate School through the College Dean's office, could potentially be used to support greater student diversity. The Interim Dean is also investigating a public service Graduate Assistantship to provide more competitive funding for diverse student applicants. The Sr. Vice President suggested that the Chair work with Vice President Martha Bradley on recruitment efforts at SLCC. Other ways to increase K-12 exposure to Planning are also being investigated.

Recommendation 4: The Department has been successful in acquiring gifts and grants, and using other soft funds to support graduate students and research centers. However, the Department needs to identify a means of transitioning to more stable funding sources.

The Interim Dean and Sr. Vice President have developed several mechanisms for providing stable funding sources for the Metropolitan Research Center, outlined in a letter that has been shared with Professor Arthur C. Nelson. In addition, the College will incorporate into its February 2014 budget

Memorandum of Understanding
Department of City and Metropolitan Planning
Graduate Council Review 2012-13
Page 3

request the new staff position to assist with generating research grants for the entire College. The budget request will also include start-up funds for online and continuing education program development, potentially providing new revenue streams. It was suggested that the Interim Dean begin a conversation with the Vice President for Research to implement a Foundations Relations office for the College.

Recommendation 5: While the Department has engaged in rapid growth and simultaneously developed a very strong national reputation for its strong and growing quality, maintaining this success and building upon it will require infusion of considerable University resources. While such resources should be sought from the University Administration, it may also be necessary for the Department to make judicious choices about how energies and resources are prioritized.

The Graduate Dean and Sr. Vice President recommend that a strategic discussion on priorities is one the Department and College should be having in an ongoing way to determine carefully which actions should come first. In order to develop its own revenue sources, and given the professional continuing education requirement, the continuing education program could generate an excellent revenue stream for supporting graduate students (as mentioned in Recommendation #4). The Sr. Vice President will provide start-up funds for this program, and will consider the other requests from the Department in the context of the 2014-15 budget cycle.

This memorandum of understanding is to be followed by regular letters of progress from the Chair of the Department of City and Metropolitan Planning to the Dean of the Graduate School. Letters will be submitted until all of the actions described in the preceding paragraphs have been completed.

Ruth V. Watkins
Keith Bartholomew
Nan Ellin
David B. Kieda



David B. Kieda
Dean, The Graduate School
February 27, 2014