


UNIVERSITY OF COLORADO

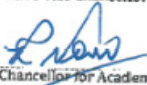
JOINT-CAMPUS PROGRAM REVIEW PANEL

SPECIAL REPORT FOR THE COLLEGE OF ARCHITECTURE AND PLANNING

Presented to Provosts Russell Moore and Roderick Nairn

May 24th, 2011

Accepted:  06-10-2011
Boulder Provost & Executive Vice Chancellor for Academic Affairs : Date

Accepted:  6/12/2011
Denver Provost & Vice Chancellor for Academic and Student Affairs : Date

I. PROCESS DESCRIPTION

In the summer of 2010, it became clear to campus leadership at both the University of Colorado Denver and University of Colorado Boulder that an extraordinary review of the College of Architecture and Planning (CAP) had to be undertaken. Since 1992, when the programs on the two campuses were reunited, graduate programs have been regularly reviewed in keeping with accreditation requirements and the university's program review mandate. However, during the same time period, the undergraduate program had not undergone program review, nor had the college as a whole. The provosts and the chancellors of the two campuses agreed that a joint review of all programs and of the structure of the college should be undertaken. Associate Vice Chancellor Marguerite Childs at Denver and Associate Vice Chancellor Jeff Cox at Boulder were given the task of overseeing the review

By October 2010, a process was in place. It called upon the College of Architecture and Planning to write a self-study. It requested some needed information from relevant offices on both campuses. It organized an internal review committee with representatives from both campuses and outlined the selection process of an expanded external review committee. Finally, it called for the creation of a joint-campus program review panel, to be chaired by Childs and Cox, to issue a final report to the two provosts.

The provosts made clear their desire that the process be completed during the 2010-11 academic year. This short timeline put considerable pressure on the process and some documents related to space and budget arrived later than originally planned. Still, the review process has proceeded along the lines of the CAP Joint Campus Review document approved by both campuses last fall. The self-study was delivered in a timely fashion. The internal review committee submitted its report on February 11, 2011. The external review committee visited the university on March 13-16, 2011 and promptly issued its report. This public document reflects the assessments and recommendations of the joint-campus program review panel.

REPORT CONTENTS	
I. Process Description.....	1
II. Unit Description	1
III. History of Program Review.....	2
IV. Self-Study Process.....	2
V. Internal Review Process.....	3
VI. External Review Process.....	3
VII. Joint-Campus Panel Recommendations.....	4

II. UNIT DESCRIPTION

The CAP self-study provides a detailed portrait of the unit. A few key facts can be summarized here:

The College of Architecture and Planning is a unit of the University of Colorado Denver: its dean, faculty, staff, and budget are at Denver; its graduate degrees are awarded at Denver; however, its undergraduate degree in Environmental Design is awarded at Boulder.

The College of Architecture and Planning offers a comprehensive set of graduate and professional programs concerned with the design and planning of the built environment. These are: master of architecture (MArch), master of urban and regional planning (MURP), master of landscape architecture (MLA), master of urban design (MUD), and master of science in historic preservation (MSHP). CAP also offers a research-based PhD program in design and planning. At the undergraduate level, CAP offers one degree program, the bachelor of environmental design (BEnvd). Denver hosts about 450 fulltime equivalent (FTE) students; Boulder hosts approximately 625.

There are 116 faculty FTE in CAP. Of these, around 30 are tenured or on a tenure track (TTT faculty). There are around 24 staff FTE for CAP.

III. HISTORY of PROGRAM REVIEW

As noted above, the undergraduate program has not undergone program review since 1992; the college has not been reviewed as an entire unit since then. The graduate programs have received periodic reviews in their successful reviews for professional reaccreditation. The Denver programs conducted regular reviews on the university-prescribed seven year cycle. The last regular program review was conducted in 2007-8.

IV. SELF-STUDY PROCESS

The self-study was completed according to the schedule defined in the Joint-Campus Program Review guidelines document. The study offers a comprehensive view of CAP with analyses of various options for the college's future. A drafting committee prepared the document and it was vetted by all constituencies in the college. It offers the following summary of the college's recent planning for the future:

In 2004, the college embarked on a bold journey to recreate itself for the challenges of the 21st century. After thinking hard about the major challenges and opportunities facing this profession and American society, the faculty created a new vision of *Integrative Design*. This vision commits the college to tackling design and planning challenges that are significant for society, and it emphasizes partnerships among all disciplines and with the college's external communities.

The vision also focused the college's efforts on building prominence and distinction in four major areas:

- sustainable urbanism, with an emphasis on livable communities;
- emerging practices in design, including digital visualization, green design and design/build;
- healthy environments, including the impact of design on children;
- cultural heritage, including historic preservation and design history/theory.

V. INTERNAL REVIEW COMMITTEE PROCESS and FINDINGS

The internal review committee (IRC) was comprised of seven members:

Susan E. Clarke, UC-Boulder, Professor, Dept. of Political Science;
Maureen Ediger, UC-Denver graduate student;
Jeffrey Franklin, UC-Denver, Professor, Dept. of English;
Danielle Griego, UC-Boulder undergraduate student;
JoAnn Silverstein, UC-Boulder, Professor, CEAE;
Elizabeth Thurston, UC-Boulder undergraduate student;
Allan Wallis, UC-Denver, Associate Professor, Public Affairs.

The committee was charged primarily with assessing the completeness and accuracy of the self-study. They did their work throughout January and into February, issuing their report on February 11, 2011. During that period they met with CAP administrators, faculty, staff, and students; these meetings were conducted on both campuses. The IRC's report detailed questions members had about the self-study's preparation and analysis and made the following overall observation: "In our discussions with constituents we heard a willingness to move away from the current structure, little interest in the one-campus solutions (either in Denver or Boulder), and a readiness to further develop strategies that allow flexibility in creating collegial and financially viable arrangements in two separate programs." CAP responded to the IRC report, providing the requested information on March 1, 2011.

VI. EXTERNAL REVIEW COMMITTEE PROCESS and FINDINGS

The external review committee (ERC) was comprised of seven members:

Kristin Day, Professor and Department Head, Department of Humanities and Social Sciences, Polytechnic Institute, New York University;
Lewis Hopkins, Professor, University of Illinois, Urbana-Champaign;
Philip Hanlon, Provost, University of Michigan;

Anastasia Loukaitou-Sideris, Associate Dean and Professor, School of Public Affairs, University of California, Los Angeles;
Marvin Malecha, Dean and Professor of Architecture, North Carolina State University;
John Meunier, Professor of Architecture, Arizona State University;
Jennifer Wolch, Dean, College of Environmental Design, University of California, Berkeley.

Committee selection followed from a double-blind nomination process. Members were chosen for their breadth and depth of experience, including senior and nationally respected representatives of the architectural and planning disciplines and including also one university administrator, the University of Michigan provost, a mathematics professor. The group was tasked with undertaking a wide-ranging institutional assessment and to address matters of organizational optimization and disciplinary orientation within CAP.

The ERC held meetings March 13-16, 2011 on both campuses and toured facilities at both locations. They met with the appropriate administrators (including the provosts), faculty, staff, and students. They issued their report on March 20, 2011.

The ERC's report contained two primary recommendations with separate advice to the Denver and Boulder campuses on a transition. The committee's primary recommendations are:

- Activities on the Boulder campus and Denver campus must be separated administratively and placed under the jurisdiction of the respective campuses.
- Each campus must create a cluster of high quality programs of instruction, research and public engagement at the graduate and undergraduate levels.

VII. JOINT-CAMPUS PANEL RECOMMENDATIONS

The panel endorses the key recommendations of the ERC report that the Boulder and Denver programs currently under the jurisdiction of the College of Architecture and Planning be separated administratively and placed under the jurisdiction of the respective campuses. The panel believes strongly that each campus should create a cluster of high quality programs of instruction, research and public engagement that are distinctive and in keeping with the missions and strengths of the respective campuses. This separation is intended to resolve long term difficulties that have faced the college, and appears to have the support of most of those concerned. The transition to a separate operation must, of course, proceed in a spirit of mutual goodwill with the overarching goal of strengthening

the educational and academic offerings of both campuses. This process has two aspects that must proceed simultaneously: (1) there will be a joint transition to manage the separation of the programs in a way that meets current commitments and that facilitates future developments; and (2) there will be separate planning processes for future programs pursued independently on each of the campuses. The panel sees this separation as a real opportunity for Boulder and Denver to create exciting programs for the future.

Principles and Concerns:

The panel understands that the decision to separate the programs on the two campuses will be complex and will involve negotiations at the highest levels. It recommends that the following principles and concerns be addressed in that process:

1. Both campuses will commit to meet all obligations to current and future students. Currently admitted and enrolled students should be supported and allowed to complete the programs to which they were admitted. Undergraduate students should be able to complete their degrees within four years of the formal decision about the future of the college. Graduate students should be expected to make appropriate progress towards their degrees during the transition period and possibly beyond. During the transition, faculty will continue to be assigned to the courses and other duties needed for students to complete their degrees. Future students will be admitted into the degree programs adopted by the separated campuses.
2. As the ERC makes clear, the two campuses must create distinct programs that reflect the strengths and missions of the campuses. The panel is not in a position to dictate the design of such programs. The ERC makes some suggestions about the paths the two campuses might follow that should be considered as we move forward. There seems to be a general sense in the ERC report that the Denver program already has a clear identity and that the Boulder campus will need to refine/define its programmatic identity. That effort should begin immediately. While there will likely be intellectual overlap between the programs on the two campuses, the campuses' programs should be designed to serve the purposes and populations unique to each campus. Of course, nothing should preclude collaboration and cooperation between the campuses, where appropriate. Both campuses are encouraged to carefully consider the links between their respective graduate and undergraduate programs.

3. Both the college and the ERC have represented that there is sufficient student demand to warrant two programs, and that there are likely to be sufficient advanced educational and job opportunities for students graduating from both programs. The panel believes that the proposed separation should improve access to educational opportunities and workforce development for Colorado and beyond.
4. The college, supported by available data, has represented that there are sufficient resources to support two separate programs. One specific issue is space. The panel understands that, unless additional space is assigned to these programs, the Boulder campus will need to decrease the size of its undergraduate population to make room for graduate students while the Denver campus will need to decrease the size of its master's program to make room for undergraduate students.
5. During the transition, both campuses should continue to recruit students and to manage enrollments as they move towards their future, separate programs. The goal is to insure that we do not suffer a collective drop in tuition revenue.
6. The panel recognizes that a key issue to be tackled for the transition is that the faculty, and thus the cost of their salaries, belong to the Denver campus while the bulk of the tuition revenue is generated by students on the Boulder campus. For the period of transition, the campuses should agree in writing regarding any sharing of tuition revenues, and the manner in which costs and expenses will be managed in a way that allows each campus to meet its existing programmatic responsibilities.
7. The panel recognizes that the separation will not succeed unless the future of the faculty is addressed fully and fairly. No tenured or tenure-track faculty should lose their positions as a result of implementing these recommendations. The provosts should, as soon as possible, develop a process for placing faculty in the appropriate program. Decisions about faculty placement, in the first instance, should be driven by the academic needs and aspirations of the two programs. Such decisions will need to adhere to the processes and policies that govern the reallocation of lines and the transfer of tenure. Particular attention should be paid to faculty who are in their probationary period so that appropriate reappointment, tenure and promotion procedures are followed.

8. Every effort should be made to find appropriate positions for the current CAP classified and exempt staff.
9. The panel recommends that the provosts appoint a joint-campus transition panel to advise them on the transition.
10. The panel understands that, if the Boulder campus is to pursue a Master's of Architecture degree, a change will be needed in the Statutory Role and Mission Statement. In addition, any new degree programs created on either campus will need to be approved pursuant to existing policies.
11. The panel understands if future recommendations require other levels of approval that existing policies will be followed.
12. The provosts should identify clear programmatic leadership on each of the campuses to help direct the transition.
13. The panel recommends that the separation decision and the transition processes be publicized as soon as possible so that the transition can proceed smoothly. The two campuses should create a unified communication strategy for the separation. Each campus will develop a communication strategy designed to engage the campuses in their separate processes for planning for the future.