

**BOARD OF HIGHER EDUCATION**  
**REQUEST FOR COMMITTEE AND BOARD ACTION**

**COMMITTEE:** Academic Affairs

**NO:** AAC 15-17

**COMMITTEE DATE:** December 2, 2014

**BOARD DATE:** December 9, 2014

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**APPLICATION OF UNIVERSITY OF MASSACHUSETTS BOSTON TO AWARD THE  
MASTER OF SCIENCE IN URBAN PLANNING AND COMMUNITY DEVELOPMENT**

**MOVED:** The Board of Higher Education hereby approves the application of  
**University of Massachusetts Boston** to award the **Master of  
Science in Urban Planning and Community Development**

Upon graduating the first class for this program, the University shall submit to the Board a status report addressing its success in reaching program goals as stated in the application and in the areas of enrollment, curriculum, faculty resources, and program effectiveness.

**Authority:** Massachusetts General Laws Chapter 15A, Section 9(b)

**Contact:** Winifred M. Hagan, Ed.D.  
Assistant Commissioner for Academic and Educator Policy

## **BOARD OF HIGHER EDUCATION**

**December 2014**

### **University of Massachusetts Boston Master of Science in Urban Planning and Community Development**

#### **INTENT AND MISSION**

The proposed Urban Planning and Community Development (UPCD) Master of Science degree program is designed to fulfill the University of Massachusetts Boston (UMB) mission, values and goals. It is planned that the program will focus on issues facing the city of Boston and the Commonwealth of Massachusetts as well as increasingly urbanized areas around the nation and the world. It is expected that the UPCD program will provide training in areas of urban planning and community development such as urban housing and transportation; climate change and associated impacts; energy development, use and transmission; environmental justice and social equity; and, carbon-reduced economic development. This program, though new, has been planned to build on existing UMB expertise in planning, geographic information systems, public policy, law, economics, business, and the natural and social sciences.

It is intended that the proposed program will prepare students to become practitioners in the planning profession as well as in their institutional settings such as, municipal, state, and federal levels of government, regional and county planning agencies, community development corporations, nonprofit organizations, and within the private sector. It is intended that the program will enable students to gain an understanding of human settlements drawing from concepts and theories from social and environmental sciences, the spatial structure of urban and regional systems, the economics of development, the legal framework of constitutional principles and rights, state and municipal law and regulations, the institutions and political processes associated with plans and planning, infrastructure, and public finance.

The proposed program has obtained all necessary governance approvals on campus and was approved by the University of Massachusetts, Board of Trustees on September 17, 2014. The required letter of intent was circulated on June 10, 2014. No comments were received.

#### **NEED AND DEMAND**

##### *National and State Labor Market Outlook*

The U.S. Bureau of Labor Statistics projects a 16 percent employment growth for Urban and Regional Planners from 2010 to 2020. The 16 percent projected employment growth is faster than the average for all occupations. It is predicted that job prospects will be best for those with a master's degree from an accredited planning program with relevant work experience. An increased focus on sustainable and environmentally-conscious development is also expected to increase the demand for planners.

UMB reports that employment growth will be driven by the need for state and local governments to provide public services such as regulation of commercial development, the environment, transportation, housing, and land use and development for an expanding population. Nongovernmental initiatives dealing with historic preservation and redevelopment will also

create employment growth. A May 2012 report<sup>1</sup> indicated that 1,460 people were employed as Urban and Regional Planners in Massachusetts.

### *Student Demand*

Student demand for the proposed program has been evident in an annual survey of UMB undergraduates in planning related courses in the School for the Environment over the past eight years. Each year undergraduate students enrolled in the courses, *Planning and Land Use Law* and *Urban Planning*, express an interest in planning as a career option. Annually three to four students seek admittance to graduate schools of planning and see urban planning as a profession that will enable them to build upon their undergraduate education and interests, directly affecting the physical environment and quality of life in their neighborhoods and communities.

The statistics from other graduate planning programs in the region indicate that there are far more applicants for admission to urban planning programs in the Boston region than can be accommodated with the percent acceptance ranging between 20 and 66.

## **OVERVIEW OF PROPOSED PROGRAM**

Urban planning as an academic offering and a research interest has a long history at UMB that reaches back to the early 1980's. Numerous faculty members across many departments as well as several of the university's centers and institutes have focused their research and public service activities on planning-related issues. The proposed program has been designed and developed by faculty and professional staff whose academic backgrounds, scholarly interests, and public service activities include the fields of urban planning, community development, environmental law, urban economics, and public policy. This diversity of disciplines is characteristic of the field as the problems addressed by planners are multi-dimensional and interrelated. Early efforts were focused on characteristics of the proposed program related to urban planning needs. Interviews were conducted with representatives of the other graduate planning programs at universities and colleges in the region and with professional planners in city, state, regional and federal agencies and nonprofit organizations.

### *Duplication*

UMB reports that there are five universities in Massachusetts with graduate degree programs in urban or regional planning. Four of these are in the Boston area and the fifth is University of Massachusetts Amherst. There are similarities among these programs but each has distinguishing qualities of geography, price, and diversity of faculty. The distinctive characteristics of the proposed UMB program reflect those of the institution's urban mission. The program builds upon existing resources within the university and the long-standing collaborative relationships with municipal government and community organizations. With the expertise of faculty in urban and environmental planning, natural and social sciences, policy and law, the program is designed to address pressing urban problems such as the impacts of climate change on coastal cities, social and economic inequalities, and the challenges presented by demographic changes related to aging or immigration. Consistent with UMB mission and values, the program is oriented to serve the needs and interests of underrepresented and underserved communities.

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<sup>1</sup> *Massachusetts Office of Labor and Workforce Development*

## ACADEMIC AND RELATED MATTERS

### *Admission*

UMB plans that, students from a wide range of undergraduate degree programs in liberal arts, sciences, engineering, design, architecture and others, will be admitted to the proposed UPCD program. Applicants will submit materials such as Graduate Record Exam scores, official transcripts from all universities attended, three letters of recommendation attesting to the applicant's academic or professional knowledge and skills, a statement of interest including career plans, and Test of English as a Foreign Language scores for international applicants whose first language is not English. No portfolio is required for admission. In addition to the above, transfer students will submit official transcripts of all graduate courses.

### Program Enrollment Projection

	# of Students Year 1	# of Students Year 2	# of Students Year 3	# of Students Year 4*
New Full Time	15	15	20	20
Continuing Full Time		15	15	20
New Part Time	10 (5.0 FTE)	10(5.0 FTE)	12 (6.0 FTE)	12 (6.0 FTE)
Continuing Part Time		10 (5.0 FTE)	10 (6.0 FTE)	12 (6.0 FTE)
<b>Totals</b>	<b>20 FTE</b>	<b>40 FTE</b>	<b>47 FTE</b>	<b>52 FTE</b>

### *Curriculum (Attachment A)*

It is expected that the proposed program curriculum will consists of nine courses that ensure students receive the essential knowledge, skills, and values core to the planning profession. UMB plans that the nine core courses will be organized under three categories: History and Theory of the City and Urban Planning; Research Methods and Techniques; and Urban Ecosystems and Professional Practice. In addition, it is also expected that the curriculum will offers four specializations: Environmental Planning, Community Development, Rebuilding Sustainable Communities: Planning in times of Crisis, and Sustainable Planning and Development.

### *Internships or Field Studies*

UMB anticipates that UPCD students will be encouraged to take on a research assistantship or internship with external agencies and organizations in Boston, elsewhere around the country, or in a research institute on campus. It is an aspiration of the program ultimately to create internships in major cities around the globe. The program will actively engage with the UMB Office of Community Partnerships to expand relationships in Boston and the surrounding areas

for the benefit of the community and our students. Supervision for the internship will be provided by a program faculty member and a staff person in the external organization.

## **RESOURCES AND BUDGET**

### *Fiscal (Attachment B)*

The proposed UPCD program is expected to have the necessary resources and funding for its implementation. Beginning in its first year, the program is projected to enroll 20 FTE students, with approximately eight students per year admitted from the University's undergraduate program. It is planned that the majority of students will pay tuition and fees with only 2 graduate assistantships requested to support students in the program. In addition to tuition and fee revenue, the program expects to utilize grant funding to support a portion of its costs and will seek contracts that include student employment opportunities. It is planned for the School for the Environment to work collaboratively with participating units and expand program faculty through the annual position request process at UMB. Staff support for the program will be provided initially by current staff. It is also expected that four existing faculty members will contribute approximately thirty percent of their time to the program. In years 1-3, five courses will be taught by adjunct faculty and in years 4-5 this will reduce to three courses as faculty is expanded to support the proposed program.

### *Faculty and Administration (Attachment C)*

Existing faculty and professional staff from various academic units at UMB have a range of credentials including Ph.D.s in planning, accredited degrees in planning, significant experience in planning, and degrees and experience in related fields. Such a mix of faculty is common in academic planning programs and encouraged in the Planning Accreditation Board accreditation process. Professional staff in UMB research institutes and administrative units with graduate degrees in planning and certification from the American Institute of Certified Planners have committed to work and support the program.

The program will rely on existing and planned additions to the School for the Environment administrative staff. FY14 requests included a grade change from 15 to 17 for the Administrative Assistant, and a professional staff member. A recent award from the National Science Foundation will provide a Program Manager. A program head with a Ph.D. in Urban Planning and rank of Full Professor will be recruited, as well as two other full-time core faculty members dedicated to the program. There may be existing faculty who could move into these positions.

### *Facilities, Library and Information Technologies*

As the core faculty transition to the new Integrated Science Complex (ISC) UMB has identified office space for the faculty who would join the proposed program. In addition to offices ISC laboratories include dry labs that can be used to support student and faculty research. Teaching spaces will include, but are not limited to, planned teaching laboratories to be housed in renovated space. Prior to renovation, teaching spaces currently in the Science Center will be available to the program. With the addition of the proposed program UMB expects to integrate the studio visualization laboratory and group work spaces it will require into the plans for renovated teaching spaces.

UMB has a Geographic Information Systems (GIS) laboratory. It is expected that the proposed program will work closely with faculty and staff associated with the GIS lab to design and

provide the necessary resources for the UPCD program. The program has no IT requirements beyond what is already available at the university. To teach future planners the program will need to add new resources to enhance the current GIS laboratory to establish a dedicated urban focus.

The library has subscriptions to most of the primary and valued journals in urban planning and related specializations. Subscriptions to a few additional journals may be desirable and the collection of books related to the field may need to be updated.

*Affiliations and Partnerships*

UMB plans envisions and has laid the foundation for the proposed program to be engaged in partnerships with community-based organizations which work at the neighborhood level to promote economic development, affordable housing, and small business development, i.e., the physical and social infrastructures of neighborhoods. To achieve a sustained collaborative model the UPCD will partner with the university’s presence in several arenas. It is expected that the program will collaborate with internal and external partners focusing on various communities across the city and the state. The program will bring together faculty from all colleges with a deliberate agenda to address *social inequity* and increase the presence of underrepresented and underserved groups on campus as well as impact these communities through partnerships with different university units. The proposed UPCD program is the outcome of decades of UMB engagement with the city and its region.

The UPCD proposal was informed by input and advice solicited from external academics and practitioners. UMB plans to continue to include this advice and guidance through an Advisory Board. Together with members from UMB academic departments and institutes, the Advisory Board will provide the program with guidance on emerging themes, trends and issues, opportunities for the program to influence or participate in urban policy development and implementation, additional means to collaborate with community-based organizations, and help in attracting a diversity of students to the program.

**PROGRAM EFFECTIVENESS**

<b>Goal</b>	<b>Measurable Objective</b>	<b>Strategy for Achievement</b>	<b>Timetable</b>
Develop relationships with leaders in field	Establish an external advisory board	Continue communication with agency officials, professional firms and practitioners	On-going
Enrollment of first student cohort	Have 15-20, high-quality students enrolled in Fall following approval of program	Market program to: <ul style="list-style-type: none"> <li>• Professionals in associated fields</li> <li>• Graduating seniors using: <ul style="list-style-type: none"> <li>– Professional associations</li> <li>– Professional journals</li> </ul> </li> </ul>	Year 1

		<ul style="list-style-type: none"> <li>– Appropriate media</li> <li>– Alumni</li> <li>– Web presence</li> </ul>	
Integrate research and practice with external partners	Secure external grants and contracts to support planning projects	Write proposals. Collaborate with community organizations.	On-going
Secure professional internship opportunities	Successful placements	Develop agreements with agencies and organizations.	On-going
Hire Program Director	Hire Program Director at rank of full-professor	Initiate and complete successful search	Search, Year 2 Hire, Year 3
Retention and graduation	Maintain high student retention and graduation rate (90+ %).	Recruit high quality applicants. Conduct annual review of individual student progress. Graduate students in 2-4 years.	Year 2 and onward
Increase program faculty	Hire Assistant Professor	Initiate and complete successful search	Search, Year 3 Hire, Year 4
Initial program review	Conduct and respond to first program review.	Conduct an AQUAD-like review process to prepare for accreditation	Year 3
Deliver a well-recognized and accredited planning degree program	Planning Accreditation Board Approval		Year 4
Increase program faculty	Hire Assistant Professor	Initiate and complete successful search	Search, Year 4 Hire, Year 5

## EXTERNAL REVIEW AND INSTITUTIONAL RESPONSE

The program was externally reviewed by Charles Colgan, Ph.D., Professor of Public Policy and Management, Edmund S. Muskie School of Public Service, at the University of Southern Maine and Enrique Silva, Ph.D., Assistant Professor and Program Coordinator, City Planning and Urban Affairs, Metropolitan College, Department of Applied Social Sciences at Boston University. The team found that the proposed program's networked structure allows it to capitalize on a substantial breadth and depth of scholarship at UMB. They also noted that the program curriculum was congruent with its' goals and that structure and coverage of subjects is consistent with those of peer programs. The reviewers commended the core emphasis on citizen participation and the *right to the city* as assets that could serve as the foundation of the program's identity and competitive advantage. The reviewers suggested adjustments to the curriculum and updating the portfolio of books and journals. They also recommended budget

increases to include marketing, faculty travel and membership in professional organizations. The review team strongly recommended a chair be hired in the second year to lead the program, that governance documents be created to guide agreement between faculty, administration and other stakeholders and that the program seek secondary accreditation.

UMB responded in agreement with the reviewers suggestions on all counts, cited their considerable experience with inter-departmental programs and plans to identify a program director or chair early in the programs' development. UMB also intends to become accredited by the Planning Accreditation Board and has designed the program to align with these standards.

## **STAFF ANALYSIS AND RECOMMENDATION**

Staff thoroughly reviewed all documentation submitted by the **University of Massachusetts Boston** and external reviewers. Staff recommendation is for approval of the proposed **Master of Science in Urban Planning and Community Development**.



**ATTACHMENT A: CURRICULUM**

**URBAN PLANNING AND COMMUNITY DEVELOPMENT**

<b>Major Required (Core) Courses (Total courses required = 9)</b>		
Course Number	Course Title	Credit Hours
<i>History and Theory of the City and Urban Planning</i>		
UPCD 600	History and Theory of Urban Planning	3
UPCD 611	The City in History	3
ECON 610L	Political Economy	3
<i>Research Methods and Techniques</i>		
UPCD 620	Analytic Skills for Urban Planning and Community Development I: Statistics	3
UPCD 621	Analytic Skills for Urban Planning and Community Development II: Research Methods	3
EEOS 623L	Introduction to GIS	3
UPCD 630	Urban Information and Institutional Systems	3
<i>Urban Ecosystems and Professional Practice</i>		
UPCD 631	Land Use Controls	3
UPCD 632	Law, Ethics and Practice in Urban Planning	3
	SubTotal # Core Credits Required	<b>27</b>
UPCD 750	Planning Studio	<b>6</b>
<b>Concentration and Elective Course Choices (Total courses required = 5)</b>		
<b>Concentration Courses</b>		
<i>Environmental Planning</i>		
UPCD 667	Environmental Planning and Impact Assessment	3
UPCD 701	Urban and Regional Environmental Planning	3
EEOS 718L	Environmental Law	3
<i>Community Development</i>		
UPCD 720	Community Development for Urban Planners	3
UPCD 721	Social/Class/Multicultural Goals in Community Development	3
UPCD 622	Citizen Participation and the Right to the City	3
<i>Rebuilding Sustainable Communities: Planning in Times of Crisis</i>		
CRSCAD 601L	Social Vulnerability to Disasters	3

CRSCAD 602L	Climate Change, Global Food and Water Resources	3
CRSCAD 603L	Topics in Rebuilding Sustainable Communities After Disasters	3
<b>Elective Courses</b>		
<i>Environmental Planning</i>		
MGT 671L	Introduction to Environmental Management	3
EEOS 670L	Environmental and Energy Economics	3
EEOS 674L	Climate Change and Energy: Law, Policy and Management	3
<i>Community Development</i>		
MBAMGT 687L	Nonprofit Management	3
UPCD 724	Urban Economics and Housing Policies	3
UPCD 725	Contemporary Community Development	3
MBAMGT 684L	Social Enterprise	3
PPOL-G 746L	Advanced Planning and Analysis with Geographic Information Systems	3
<i>Rebuilding Sustainable Communities: Planning in Times of Crisis</i>		
CRSCAD 621L	Human Dignity, Human Rights and Sustainable Post-Disaster	3
CRSCAD 624L	Survival Skills for the 21 <sup>st</sup> Century: Developing Personal, Organizational & Community Resiliency Skills	3
CRSCAD 643L	The Political Economy of International Migration	3
	SubTotal # Concentration Credits Required	<b>15</b>
<b>Curriculum Summary</b>		
Total number of courses required for degree		<b>14 plus Planning Studio</b>
Total credit hours required for degree		<b>48</b>
Prerequisite or Other Additional Requirements:		

**ATTACHMENT B: BUDGET**

<b>REVENUE ESTIMATES</b>										
	Year 1		Year 2		Year 3		Year 4		Year 5	
	2014__		2015__		2016__		2017__		2018__	
<i>Full-Time Tuition Rate: In-State</i>	2592		2592		2592		2592		2592	
<i>Full-Time Tuition Rate: Out-State</i>	9768		9768		9768		9768		9768	
<i>Mandatory Fees per Student (In-state)</i>	11246		11584		11931		12289		12658	
<i>Mandatory Fees per Student (out-state)</i>	16902		17409		17932		18470		19024	
<i>FTE # of New Students: In-State</i>	14		14		14		14		14	
<i>FTE # of New Students: Out-State</i>	6		6		6		6		6	
<i># of In-State FTE Students transferring in from the institution's existing programs</i>										
<i># of Out-State FTE Students transferring in from the institution's existing programs</i>										

	Newly Generat ed Revenu e	Revenu e from existin g progra ms	Newly Generat ed Revenu e	Revenu e from existin g progra ms	Newly Generat ed Revenu e	Revenu e from existin g progra ms	Newly Generat ed Revenu e	Revenu e from existin g progra ms	Newly Generat ed Revenu e	Revenu e from existin g progra ms
<b>Tuition and Fees</b>										
<b><u>First Year Students</u></b>										
Tuition										
In-State	\$36,288	\$0	\$36,288	\$0	\$36,288	\$0	\$36,288	\$0	\$36,288	\$0
Out-of-State	\$58,608	\$0	\$58,608	\$0	\$58,608	\$0	\$58,608	\$0	\$58,608	\$0
Mandatory Fees	\$258,863	\$0	\$266,629	\$0	\$274,628	\$0	\$282,867	\$0	\$291,353	\$0
<b><u>Second Year Students</u></b>										
Tuition										
In-State			\$36,288	\$0	\$36,288	\$0	\$36,288	\$0	\$36,288	\$0
Out-of-State			\$58,608	\$0	\$58,608	\$0	\$58,608	\$0	\$58,608	\$0
Mandatory Fees			\$266,629	\$0	\$274,628	\$0	\$282,867	\$0	\$291,353	\$0
<b><u>Third Year Students</u></b>										
Tuition										
In-State					\$0	\$0	\$0	\$0	\$0	\$0
Out-of-State					\$0	\$0	\$0	\$0	\$0	\$0
Mandatory Fees					\$0	\$0	\$0	\$0	\$0	\$0
<b><u>Fourth Year Students</u></b>										
Tuition										
In-State							\$0	\$0	\$0	\$0
Out-of-State							\$0	\$0	\$0	\$0
Mandatory Fees							\$0	\$0	\$0	\$0
<b><u>Fifth Year Students</u></b>										
Tuition										
In-State									\$0	\$0
Out-of-State									\$0	\$0

Mandatory Fees									\$0	\$0
<b>Gross Tuition and Fees</b>	\$353,759	\$0	\$723,050	\$0	\$739,048	\$0	\$755,525	\$0	\$772,497	\$0
<b>Grants</b>	\$60,000	\$0	\$72,000	\$0	\$86,400	\$0	\$103,680	\$0	\$124,416	\$0
<b>Contracts</b>	\$35,000	\$0	\$38,500	\$0	\$42,350	\$0	\$46,585	\$0	\$51,244	\$0
<b>Campus budget allocation</b>	\$20,000	\$2,000	\$16,000	\$2,000	\$16,000	\$2,000	\$16,000	\$2,000	\$16,000	\$2,000
<b>Other Revenues (Funds from other university sources)</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	\$468,759	\$2,000	\$849,550	\$2,000	\$883,798	\$2,000	\$921,790	\$2,000	\$964,157	\$2,000

**EXPENDITURE ESTIMATES**

	Year 1 2014		Year 2 2015		Year 3 2016		Year 4 2017		Year 5 2018	
	New Expenditures required for Program	Expenditures from current resources	New Expenditures required for Program	Expenditures from current resources	New Expenditures required for Program	Expenditures from current resources	New Expenditures required for Program	Expenditures from current resources	New Expenditures required for Program	Expenditures from current resources
<b>Personnel Services</b>										
Teaching Faculty	\$0	\$108,000	\$0	\$111,240	\$0	\$114,577	\$80,000	\$59,007	\$162,400	\$60,777
Administrators (Program Director/Faculty)	\$120,000	\$0	\$123,600	\$0	\$127,308	\$0	\$131,127	\$0	\$135,061	\$0
Support Staff	\$0	\$40,000	\$0	\$41,200	\$0	\$42,436	\$0	\$43,709	\$0	\$45,020
Others	\$34,915	\$0	\$35,962	\$0	\$37,041	\$0	\$22,892	\$0	\$23,578	\$0
Fringe Benefits <u>34</u> %	\$52,671	\$50,320	\$54,251	\$51,830	\$55,879	\$53,384	\$79,566	\$34,924	\$109,153	\$35,971
<b>Total Personnel</b>	<b>\$207,586</b>	<b>\$198,320</b>	<b>\$213,814</b>	<b>\$204,270</b>	<b>\$220,228</b>	<b>\$210,398</b>	<b>\$313,585</b>	<b>\$137,640</b>	<b>\$430,193</b>	<b>\$141,769</b>
<b>Operating Expenses</b>										
Supplies	\$3,000	\$0	\$3,000	\$0	\$3,000	\$0	\$3,000	\$0	\$3,000	\$0
Library Resources	\$5,000	\$2,000	\$5,000	\$2,000	\$5,000	\$2,000	\$5,000	\$2,000	\$5,000	\$2,000
Marketing/Promotional Expenses	\$5,000	\$0	\$1,000	\$0	\$1,000	\$0	\$1,000	\$0	\$1,000	\$0
Laboratory Expenses	\$5,000	\$0	\$5,000	\$0	\$5,000	\$0	\$5,000	\$0	\$5,000	\$0
General Administrative Overhead	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other (specify)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

<b>Total Operating Expenses</b>	<b>\$18,000</b>	<b>\$2,000</b>	<b>\$14,000</b>	<b>\$2,000</b>	<b>\$14,000</b>	<b>\$2,000</b>	<b>\$14,000</b>	<b>\$2,000</b>	<b>\$14,000</b>	<b>\$2,000</b>
<b>Net Student Assistance</b>										
Assistantships	\$34,394	\$0	\$70,852	\$0	\$72,978	\$0	\$75,165	\$0	\$77,419	\$0
Fellowships	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Stipends/Scholarships	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Student Assistance</b>	<b>\$34,394</b>	<b>\$0</b>	<b>\$70,852</b>	<b>\$0</b>	<b>\$72,978</b>	<b>\$0</b>	<b>\$75,165</b>	<b>\$0</b>	<b>\$77,419</b>	<b>\$0</b>
<b>Capital</b>										
Facilities / Campus recharges	\$2,000	\$0	\$2,000	\$0	\$2,000	\$0	\$2,000	\$0	\$2,000	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Capital</b>	<b>\$2,000</b>	<b>\$0</b>	<b>\$2,000</b>	<b>\$0</b>	<b>\$2,000</b>	<b>\$0</b>	<b>\$2,000</b>	<b>\$0</b>	<b>\$2,000</b>	<b>\$0</b>
<b>Total Expenditures</b>	<b>\$261,980</b>	<b>\$200,320</b>	<b>\$300,665</b>	<b>\$206,270</b>	<b>\$309,206</b>	<b>\$212,398</b>	<b>\$404,750</b>	<b>\$139,640</b>	<b>\$523,612</b>	<b>\$143,769</b>

**BUDGET SUMMARY OF NEW PROGRAM ONLY**

Year 1	Year 2	Year 3	Year 4	Year 5
2014__	2015__	2016__	2017__	2018__

<b>Total of newly generated revenue</b>	<b>\$468,759</b>	<b>\$849,550</b>	<b>\$883,798</b>	<b>\$921,790</b>	<b>\$964,157</b>
<b>Total of additional resources required for program</b>	<b>\$261,980</b>	<b>\$300,665</b>	<b>\$309,206</b>	<b>\$404,750</b>	<b>\$523,612</b>
<b>Excess/ (Deficiency)</b>	<b>\$206,779</b>	<b>\$548,885</b>	<b>\$574,592</b>	<b>\$517,040</b>	<b>\$440,545</b>



**ATTACHMENT C: FACULTY**

<b>Name of faculty member (Name, Degree and Field, Title)</b> Pending approval by appropriate dean where faculty member holds primary appointment	<b>Tenured Y/N</b>	<b>Courses (C) core course (S) specialization (E) electives</b>	<b># of sections</b>	<b>Division or College of Employment</b>	<b>Full- or Part-time in Program</b>	<b>Full- or part-time in other department or program (Please specify)</b>	<b>Sites where individual will teach program courses</b>
Aponte-Parés, Luis, Ph.D., Urban Planning	Y	(C) UPCD 600 History and Theory of Urban Planning (C) UPCD 611 The City in History (C) UPCD 622 Citizen Participation and the Right to the City (S) UPCD 720 Community Development for Urban Planners (S) UPCD 662 Citizen Participation in Community Development	(1)	College of Public and Community Service	Part-time	Yes	<ul style="list-style-type: none"> <li>• Main Campus</li> </ul>
Awotona, Adenrele, Ph.D., Architecture and Land Economy; MPhil, Architecture, Urban Studies & Housing	Y	(S) UPCD 601L Social Vulnerability Approach to Disasters (S) UPCD 603L Topics in Rebuilding Sustainable Communities after Disasters		John W. McCormack Graduate School of Policy and Global Studies	Part-time,	Yes, Urban and Community Studies, and Director, Center for Rebuilding Sustainable Communities after Disasters	Main Campus
Duff, John, J.D., LL.M., Law	Y	(C) UPCD 632 Law, Ethics and Practice Planning	(1)	School for the Environme	Part-time	Yes, School for the Environment	Main Campus

		(C) UPCD 667 Environmental Planning and Impact Assessment  (C) UPCD 718L Environmental Law  (C) UPCD 674L Climate Change and Renewable Energy: Law, Policy and Management		nt, CSM			
Johnson, Michael, Ph.D., Operations Research	Y	(C) UPCD 620 Analytical Methods for Urban Planning and Community Development  (C) UPCD 630 Urban Information/ Institutional Systems  (C) UPCD 724 Urban Economics and Housing Policies  (C) UPCD 746L Advanced Planning Analysis GIS  (C) UPCD 750 Planning Studio	(1)	John W. McCormack Graduate School of Policy and Global Studies	Part-time	Yes (Public Policy and Public Affairs)	Main Campus
Wiggin, Jack, M.S., Urban Studies and Planning, AICP	N	(C) UPCD 631 Land Use Controls  (C) UPCD 701 Urban and Regional Environmental Planning	(1)	Director, Urban Harbors Institute	Part-time	Yes, Urban Harbors Institute	Main Campus
Basole, Amit, Ph.D., Economics	N	(C) UPCD 610L0Political Economy		CLA	Part-time	Yes, Economics Department	
Hotz, Helenmary,	N	(C) UPCD 623L	(1)	CSM	Part-time	Yes, School	Main

M.Sc. Environmental Sciences		Introduction to GIS				for the Environment	Campus
Kriesberg, Joseph, J.D. Law	N	(E) UPCD 725 Contemporary Community Development			Part-time		Main Campus
Lavine, Marc, Ph.D., Management, Organizational Studies	N	(E) UPCD 687L Nonprofit Management	(1)	CM	Part-time	Yes, College of Management	Main Campus
Ramos, Luciano, M.S., Planning	N	(S) UPCD 721 Social/Class/Multicultural Challenges in Community Development	(1)	Director, Office of Community Partnerships	Part-time	Yes, Community Partnerships	Main Campus
Rodriguez, Hector, M.S., MBA	N	(E) UPCD 671L Introduction to Environmental Management		CM	Part-time	No	Main Campus
Timmons, David, Ph.D. Economics	N	(E) UPCD 670L Environmental and Energy Economics	(1)	CLA	Part-time	Yes, Economics	Main Campus
Kamara, Jemadari, Ph.D. Technological and Environmental Planning	Y	TBD		CLA	Part-time	Yes, Africana Studies, CLA.  Also, Director of Center for African, Caribbean and Community Development	Main Campus
Douglas, Ellen, PE, PhD, Water Resources Engineering	Y	TBD					Main Campus
Mitchell, Robert, Masters of Regional Planning, FAICP	N	TBD					Main Campus