November 29, 2010

David W. Pershing  
Senior Vice President for Academic Affairs  
205 Park Bldg.  
Campus

RE: Graduate Council Review  
Department of Geography

Dear Vice President Pershing:

Enclosed is the Graduate Council's review of the Department of Geography. 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.

Please forward this review to President Michael K. Young. After approval by President Young, the review will be forwarded to the Academic Senate to be placed on the information calendar for the next Senate meeting.

Sincerely,

Charles A. Wight  
Dean, The Graduate School

Encl.

XC: M. David Rudd, Dean, College of Social and Behavioral Science  
George F. Hepner, Chair, Department of Geography
The Graduate Council has completed its review of the Department of Geography. The External Review Committee included:

Patricia Gober, Ph.D.
School of Geographical Sciences and Urban Planning
Arizona State University

W. Andrew Marcus, Ph.D.
Department of Geography
University of Oregon

Daniel Z. Sui, Ph.D.
Department of Geography
The Ohio State University

The Internal Committee of the University of Utah was composed of:

John Horel, Ph.D.
Professor
Department of Atmospheric Sciences

Thomas Sanchez, Ph.D.
Associate Professor
Department of City and Metropolitan Planning

Olivia Sheng, Ph.D.
Presidential Professor
Department of Operations and Information Systems
INTRODUCTION

The following report was prepared by the Graduate Council’s ad hoc review committee and is based on the Department of Geography’s (hereafter the department) self-study materials, the reports of an external review committee, an internal review committee, and responses of the department chair to the review committees’ reports. Both the external and internal reports were very thorough in their analysis and shared many common themes. The goal of the Graduate Council report is to capture these important common themes found in the external and internal reviews.

The report indicated that the department is strong, with vibrant undergraduate and graduate programs led by a small but productive faculty contingent. The foci of the department in three major but overlapping areas of the discipline include Urban/Economic Systems, Earth System Science, and Geographic Information Science. Focus in these areas has allowed the department to become nationally competitive and provide a quality undergraduate and graduate experience to students. The reports from the internal and external committees also found common areas where the department could make substantive changes that would continue the positive trajectory established since the last departmental review in 2002. These areas include operational and administrative structure, graduate stipends, curriculum structure, focused strategic planning for future research needs, and an investment by the university in facilities and human resources. While the department has achieved laudable success in addressing the issues raised in the last review, the areas of improvement will continue to hamper future growth of the department towards its goals of excellence in education, research, and service.

PROGRAM OVERVIEW

The Department of Geography is one of 12 academic units within the college of Social and Behavioral Science and presently consists of 11 tenure/tenure-track faculty members (4 full professors, 2 associate professors, and 5 assistant professors – the number of assistant professors we note here accounts for the recent departure of Dr. Painter) with 9 auxiliary faculty members with ½ to 0.75 FTE appointments. The internal and external reviews noted the productivity and energy that exists within the department and noted the outsized impact the department achieves with respect to its size in its roles of teaching at the undergraduate and graduate levels and in its core research foci.

The department offers B.S., B.A., M.A., M.S., and Ph.D. degrees in Geography and provides many nonmajor courses that fulfill several general education requirements amounting to approximately 7,500 student credit hours at the undergraduate level and between 600 and 700 student credit hours at the graduate level. The student body consisted of 84 undergraduate majors, 26 master’s level, and 25 doctoral level graduate students in the 2008-2009 academic year. The department awards between 35 and 60
undergraduate degrees, 1 to 7 master’s degrees, and between 1-5 Ph.D. degrees per year. Research expenditures between 2002 and 2009 exceeded $17 million, although we note a steady decline in research expenditures since 2004 from $2.1 million to $0.5 million — a decline that mirrors the general decline in the college but is steeper by a factor of 2.

The department is administered by a faculty chair (presently Dr. Harvey Miller) and 2.5 FTE of administrative staff. While the department has worked to address most of the recommendations raised in the 2002 review, we note no specific strategic plan going forward. Many challenges face this department in its teaching and research roles — most of which have to do with inadequate university support and inadequate physical facilities. Both of these issues will be difficult to address in the present budget climate that will likely persist into the foreseeable future. The department would benefit from a strategic plan and clearly articulated governance structure that assumes a continued difficult funding climate.

Faculty

The internal and external review committees note the exceptional effectiveness of the department faculty. With only 12 regular faculty, the department manages to maintain its role of teaching a large number of undergraduate courses that have typically very heavy enrollment while maintaining graduate teaching requirements and a vibrant research agenda.

The faculty contribute to the 3 primary research foci of the department. These include Urban/Economic Systems, Earth System Science, and Geographic Information Science. The external reviewers note that the faculty are not evenly distributed among these areas. Because the department emphasizes quantitative analytical skills in spatial statistics, cartography/geovisualization, GIS, remote sensing, and geocomputation, the area of Urban/Economic Systems tends to be underrepresented. Within these areas of specialization the faculty are very productive, maintaining an average funding level of $200K per faculty member per year, although the funding amounts are somewhat unevenly distributed, with a few faculty members garnering significantly high awards in recent years. Scholarly activity amounts to something more than 1.5 refereed papers per year per faculty member, with additional contributions in publications such as book chapters and presentations at conferences. The faculty have an impressive record of garnering awards and scholarships for teaching, research, and service. In terms of teaching, course evaluations record an average commensurate with or slightly below the university average during the years included in the self-study.

We note, as did the internal review committee, a rather high turnover rate among faculty, with 5 faculty leaving the department since 2002. This includes the recent departure of Dr. Painter to the Jet Propulsion Lab. While the department chair comments on this issue in his response to the internal review report, the rate of turnover within the department is not commensurate with maintaining a healthy academic environment and is troubling.
The department has made a successful effort at increasing diversity among the faculty and now includes 3 female members and 2 ethnically underrepresented members. The external review committee note that the faculty is relatively young and rank-balanced with 4 members in each rank. The external review committee also notes that the salary for full professors is 20-30% below the national averages, which is a concern for retention of senior highly productive personnel.

Students

The department maintains a strong and active student body that appears to be enthusiastic toward the subject. Overall, the number of undergraduate premajor and majors range from 75 to 94 per year, while the number of graduate students average near 50.

While the department has attempted to address diversity issues among the student body, results have been mixed. The self-study notes that the gender diversity among graduate students has improved from 41% in 2003 to 54% in 2008, which is higher than the university average of 45%, while the percentage of non-Caucasian graduate students held steady at around 34%. At the undergraduate level, the number of degrees awarded to female students decreased from 31% to 19% between 2003 and 2008.

Graduate student stipends were noted as a significant issue in the 2002 review and remain an issue in the present review. Both TAs and RAs are awarded a stipend of just $11,000 and $12,000 for master’s and doctoral students, respectively. The internal study notes that it is department policy to hold this amount consistent between teaching assistants who are supported from departmental funds and research assistants who are supported from extramural grants. This amount is not competitive and certainly is a factor in attracting and keeping top quality students that are necessary to maintain a vibrant and active research environment. Such a stipend level would practically require graduate students to seek employment outside the department or to seek substantial student loans to maintain a livable income. It would be difficult to maintain a top-level student body when other programs offer substantially better financial support.

Curriculum

The department maintains a broad and diverse course structure that must balance the needs of the nonmajor undergraduate community, where most of the student credit hours are accumulated, with courses that train the next generation of geographers with the theoretical and technical skills needed in an increasingly sophisticated research environment. Given inadequate university support for TA lines noted in the self-study, regular faculty are expected to teach introductory courses that would best be taught by instructors or senior graduate students. This heavy teaching load has a feedback effect on the advanced courses and significantly limits the breadth and depth of courses that can be offered to undergraduate majors and graduate students.
The solution that the department has adopted to the problem arising from a small faculty, inadequate teaching assistant support, and an extensive teaching docket is to cross list courses so that undergraduate nonmajors, undergraduate majors, and graduate students attend the same classes. This approach would, by necessity, shortchange the advanced students and not provide them with the necessary level of rigor required in their subject areas.

Facilities and Resources

The physical facilities for the Department of Geography are located in the Orson Spencer Hall, with laboratory facilities across campus in the Kennecott Building. Both of these facilities were noted by the internal and external review committees to be wholly inadequate with leaking roofs, dysfunctional temperature control in office and classroom spaces, and cramped quarters. Such a situation is deleterious to an effective academic mission in ways that are difficult to quantify but very real nonetheless. This issue is exacerbated by the physical separation of the facilities on different ends of the campus.

The department maintains 2.5 FTE of support staff. The external review committee notes that this staff is hard working and efficient but overtaxed. The staff cannot provide the needed level of support to faculty for routine tasks.

Program Effectiveness and Outcomes Assessment

The department maintains statistics of various quantities related to student enrollment, graduation rates, time to graduation, diversity of graduating students, employment, etc. The department has recently (2005) initiated an exit survey of graduating students that gauges satisfaction with various aspects of the program and loyalty. These statistical instruments will provide a means for the department to keep track of trends in alumni opinion over time.

While any statistical trends from the exit survey are difficult to interpret since only a few years are available, other statistics suggest that the department is effective in its educational mission, with many employers in the public and private sectors seeking out graduates from the department. Overall, the mean time to completion of major course requirements for undergraduates and the time to completion of the master's degree are 2 and 4.5 years, respectively.

Students reported to the internal and external committees that some aspects of the department curricula were not ideal. Most of these complaints centered around cross listed courses that do not provide the level of academic rigor that would typically be taught in advanced technical courses.
ACTIONS TAKEN SINCE THE LAST PROGRAM REVIEW

The department made significant efforts to address the recommendations of the last departmental review in 2003.

Prior Recommendation 1: *Increase Diversity through faculty and student recruitment efforts.* Action: The department recruited 5 female faculty members and 2 ethnically diverse faculty members since the last review. However, the department was not successful in retaining two of the female faculty members.

Prior Recommendation 2: *Consider using more tenure track faculty in introductory courses and rely less on the use of master’s students for undergraduate classes.* Action: Departmental policy is for master’s level students to teach lab sections. Master’s students are not used as primary instructors. The department has made an effort to place regular faculty in introductory courses, although with a limited faculty roll this has had the unintended consequence of diluting the effectiveness of upper division and graduate courses.

Prior Recommendation 3: *The Department should examine the M.S. and M.A. requirements for comprehensive exams and colloquia.* Action: The department has eliminated the M.S. and M.A. comprehensive examination and now requires these students to present their research proposal in the department colloquium series.

Prior Recommendation 4: *The Department should pursue efforts to increase levels of support for graduate students by increasing stipends, increasing funding for presenting at professional conferences, and encouraging students to apply for outside funding to support research.* Action: The department increased modestly the standard graduate student stipend to $11,000 and $12,000 for master’s and doctoral candidates, respectively. Given the inadequate level of state support, the self-study claims that it is impossible to increase this stipend level further. Given the level of extramural support within the department, the ad hoc committee finds this response to be inadequate.

Prior Recommendation 5: *The department needs a large classroom, able to accommodate 50 to 70 students, with adequate flat table space to enable students to view paper maps, aerial photographs, and satellite photographs.* Action: Paper maps and imagery are no longer used and this recommendation is not relevant.

Prior Recommendation 6: *Regular faculty meetings are encouraged as a way to facilitate.* Action: The department holds regular faculty meetings that include key auxiliary faculty and a student representative.
Prior Recommendation 7: Increased attention should be given to articulation of the goals of the undergraduate curriculum to benefit the undergraduate program. Action: A review was conducted, and the undergraduate curriculum was revamped in 2007. Based on the findings of the external and internal committees, the cross listing of courses remain a severe and ongoing problem in the department.

COMMENDATIONS

1. The quality of the faculty, as demonstrated by maintaining exemplary commitments to teaching, research, and service, is high. The faculty continue to be productive in all areas despite a difficult funding climate, inadequate physical facilities, and a small faculty contingent. This level of commitment to their mission is laudable.

2. The department is to be commended for its commitment to maintaining focus on its core research objectives. The faculty maintain several research centers in remote sensing, GIS, and the Center for Natural and Technological Hazards. These endeavors provide opportunity for students and faculty to continue high-level research activities.

3. The commitment of the department to enhancing diversity among faculty and students is exemplary. Since the last review 5 female and 2 ethnically diverse faculty were recruited. The student population is generally more diverse than the wider university.

4. The department is to be commended for a strong commitment to undergraduate and graduate education. The assignment of regular faculty to general education courses certainly enhances the experience of nonmajor students.

5. The department manages to maintain high morale and collegiality among students and faculty in the face of intense budget pressures and inadequate physical facilities.

RECOMMENDATIONS

1. The self-study makes clear that department personnel including administrative staff and faculty are overtaxed. The external review committee speculates whether the present situation is sustainable. However, the department provides no strategic plan to address this issue going forward. The department should develop a strategic plan to adapt to a more sustainable model that will allow the department to meet its core objectives.
2. While the department places high value on research, course loads are considerable at 4 courses per year for regular faculty. These requirements are inconsistent and result in excessive pressure on faculty. The high turnover rate among junior faculty may be symptomatic of this unsustainable model. The department should develop a strategy to address the high turnover rate among junior faculty.

3. Graduate stipends are not competitive and certainly reduce the quality of the graduate student body. With substantial extramural funding within the department, faculty should be free to set a competitive stipend for their students commensurate with those offered elsewhere in the highly technical disciplines that form the core of the department’s research portfolio.

4. Excessive cross listing of courses dilutes the quality and rigor of the academic experience for advanced students. While this policy has been adopted to allow the limited faculty to teach the required courses, it does not appear to be a viable long-term solution. Some means of separating lower division, upper division, and graduate courses should be developed.

5. Additional faculty lines should be acquired. The ad hoc committee recognizes that this is much easier said than done. However, it is clear that most of the recommendations noted above are due to a faculty contingent that is well below critical mass given the teaching, research, and service commitments of the department.

Submitted by the Ad Hoc Review Committee of the Graduate Council:

Jay Mace, Ph.D., Department of Atmospheric Sciences (Chair)
Lora Tuesday-Heathfield, Ph.D., Department of Educational Psychology
Darrell Davis, Ph.D., Department of Medicinal Chemistry
Geoff Silcox, Ph.D., Department of Chemical Engineering
(Undergraduate Council Representative)
1.4. Department Review Sheet

Office of Budget & Institutional Analysis
The University of Utah

Department Review by Academic Year

College of Social and Behavioral Science: Department of Geography

<table>
<thead>
<tr>
<th>Faculty Headcount - Source: OBIA, Updated annually during Autumn term.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Professors</td>
</tr>
<tr>
<td>Associate Professors</td>
</tr>
<tr>
<td>Assistant Professors</td>
</tr>
<tr>
<td>Instructor</td>
</tr>
</tbody>
</table>

Research Expenditures - Source: OBIA 'B' tables, Updated annually during Spring term.

<table>
<thead>
<tr>
<th>Research Expenditures (Department)</th>
<th>$2,184,353</th>
<th>$1,782,447</th>
<th>$1,669,317</th>
<th>$561,813</th>
<th>NA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research Expenditures (College)</td>
<td>$5,606,763</td>
<td>$5,002,106</td>
<td>$3,279,645</td>
<td>$2,658,175</td>
<td>NA</td>
</tr>
</tbody>
</table>

Student Credit Hours (Budget Model) - Source: OBIA, Updated annually during Summer term.

<table>
<thead>
<tr>
<th>Lower Division</th>
<th>2,641</th>
<th>2,373</th>
<th>2,412</th>
<th>2,483</th>
<th>2,447</th>
</tr>
</thead>
<tbody>
<tr>
<td>Upper Division</td>
<td>4,073</td>
<td>4,084</td>
<td>4,739</td>
<td>4,939</td>
<td>5,000</td>
</tr>
<tr>
<td>Total Undergraduate</td>
<td>6,714</td>
<td>6,357</td>
<td>7,151</td>
<td>7,424</td>
<td>7,447</td>
</tr>
<tr>
<td>Basic Graduate</td>
<td>533</td>
<td>473</td>
<td>484</td>
<td>474</td>
<td>424</td>
</tr>
<tr>
<td>Advanced Graduate</td>
<td>146</td>
<td>143</td>
<td>144</td>
<td>217</td>
<td>218</td>
</tr>
<tr>
<td>Total Graduate</td>
<td>679</td>
<td>620</td>
<td>682</td>
<td>691</td>
<td>642</td>
</tr>
</tbody>
</table>

Course / Instructor Evaluations - Source: OBIA, Updated annually during Autumn term.

<table>
<thead>
<tr>
<th>Undergraduate Courses</th>
<th>3.05</th>
<th>3.13</th>
<th>3.06</th>
<th>4.98</th>
<th>NA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate Instructors</td>
<td>2.21</td>
<td>2.34</td>
<td>2.18</td>
<td>2.16</td>
<td>NA</td>
</tr>
<tr>
<td>Graduate Courses</td>
<td>4.88</td>
<td>4.67</td>
<td>5.06</td>
<td>5.09</td>
<td>NA</td>
</tr>
<tr>
<td>Graduate Instructors</td>
<td>5.12</td>
<td>4.90</td>
<td>5.23</td>
<td>5.37</td>
<td>NA</td>
</tr>
</tbody>
</table>

Enrolled Majors - Source: OBIA, Updated annually during Autumn term.

<table>
<thead>
<tr>
<th></th>
<th>Pre-Majors</th>
<th>12</th>
<th>20</th>
<th>15</th>
<th>11</th>
<th>11</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall Majors (including Intermediate)</td>
<td>82</td>
<td>74</td>
<td>73</td>
<td>64</td>
<td>73</td>
<td></td>
</tr>
<tr>
<td>Master's</td>
<td>31</td>
<td>30</td>
<td>27</td>
<td>28</td>
<td>26</td>
<td></td>
</tr>
<tr>
<td>Doctoral</td>
<td>16</td>
<td>22</td>
<td>21</td>
<td>23</td>
<td>23</td>
<td></td>
</tr>
</tbody>
</table>

Degrees Awarded - Source: OBIA, Updated annually during Autumn term.

<table>
<thead>
<tr>
<th></th>
<th>Bachelor's</th>
<th>60</th>
<th>34</th>
<th>48</th>
<th>38</th>
<th>49</th>
</tr>
</thead>
<tbody>
<tr>
<td>Master's</td>
<td>7</td>
<td>4</td>
<td>1</td>
<td>8</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>Doctoral</td>
<td>2</td>
<td>1</td>
<td>3</td>
<td>3</td>
<td>1</td>
<td></td>
</tr>
</tbody>
</table>

Office of Budget & Institutional Analysis (OBIA)
110 Park Building, 201 South President's Circle, Salt Lake City, UT 84112
Office: 801-581-5948 | Fax: 801-581-7541 | Email: info@obia.utah.edu
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Memorandum of Understanding
Department of Geography
Graduate Council Review 2009-10

This memorandum of understanding is a summary of decisions reached at a wrap-up meeting on November 11, 2010, and concludes the Graduate Council Review of the Department of Geography. David W. Pershing, Senior Vice President for Academic Affairs; M. David Rudd, Dean of the College of Social and Behavioral Science; George F. Hepner, Chair of the Department of Geography; Harvey J. Miller, Former Chair of the Department of Geography; Charles A. Wight, Dean of the Graduate School; and Donna M. White, Associate Dean of the Graduate School, were present.

The discussion centered on but was not limited to the recommendations contained in the Graduate Council review completed on March 29, 2010. At the wrap-up meeting, the working group agreed to endorse the following actions:

Recommendation 1: The self-study makes clear that department personnel including administrative staff and faculty are overtaxed. The external review committee speculates whether the present situation is sustainable. However, the department provides no strategic plan to address this issue going forward. The department should develop a strategic plan to adapt to a more sustainable model that will allow the department to meet its core objectives.

The Department Chair clarified that they have a strategic vision that has been very focused and effective in terms of the hires they have made in the past and the direction they are headed while working within limited resources. The Department is a model of efficiency in the College. Dean Rudd has reallocated resources to allow the Department to make a new hire and stated that the College will be implementing a strategic planning process within the context of the larger University that will be completed in approximately the next 18 months. In conjunction with this College initiative, the Department will address their strategic plan and create a more specific map of how and in what focus areas they foresee growth in the faculty and staff taking place in the future. The Dean and Senior Vice President will work together to add resources to the Department, as they are able to do so.
Memorandum of Understanding  
Department of Geography  
Graduate Council Review 2009-10  
Page 2

Recommendation 2: While the department places high value on research, course loads are considerable at 4 courses per year for regular faculty. These requirements are inconsistent and result in excessive pressure on faculty. The high turnover rate among junior faculty may be symptomatic of this unsustainable model. The department should develop a strategy to address the high turnover rate among junior faculty.

In his response memorandum (July 29, 2010) to the Graduate School, Chair George Hepner specifically addressed the turnover rate of five junior tenure track faculty members. Both he and Dean Rudd are confident that the resignations of those faculty members were not due to any systemic problem in the Department. The reasons for the resignations are detailed in that memo.

All new faculty members have reduced teaching loads in order to allow for research productivity. In fact, the Department faculty is highly productive in their research output. The Chair reiterated that it is in part due to the intensive involvement in research by the faculty that students are so engaged and enthusiastic about the quality of their experiences as undergraduates and graduate students. Faculty members who receive external funding for research do have the option to “buy out” their teaching loads to some degree, and in a negotiation process with the Chair can balance their workloads in terms of teaching and research. The Chair is attuned to the assignment of faculty loads and the mentoring of junior faculty.

Recommendation 3: Graduate stipends are not competitive and certainly reduce the quality of the graduate student body. With substantial extramural funding within the department, faculty should be free to set a competitive stipend for their students commensurate with those offered elsewhere in the highly technical disciplines that form the core of the department’s research portfolio.

Chair Hepner suggests one immediate concrete step that addresses need and availability of resources in relation to noncompetitive graduate stipends. The Department of Geography will allocate productivity funds to increasing TA stipends for at least the next two years. Dean Rudd voiced support for a cost-share arrangement on the TA stipends. He and the Chair will work together to make those arrangements.

It was noted by the Chair that Research Assistants are paid at rates set by faculty members who have secured external grants. The Chair cited the average amount of their stipends as $14,000. Teaching Assistants are paid the minimum $11,500-12,000 amount that is set by the Graduate
School. There is a differential between RAs and TAs. The Chair does not intend to create two classes of Graduate Assistants but is faced with budget constraints for the TA stipends. As articulated above, the department will consider new ways of leveraging existing funding to fulfill their teaching requirements in the strategic planning process that will take place next year.

Recommendation 4: Excessive cross listing of courses dilutes the quality and rigor of the academic experience for advanced students. While this policy has been adopted to allow the limited faculty to teach the required courses, it does not appear to be a viable long-term solution. Some means of separating lower division, upper division, and graduate courses should be developed.

The Department Chair and Dean are aware of the problems associated with the practice of cross listing courses for undergraduates and graduate students. This strategy has been necessary to cope with budget cuts and excessive faculty loads. Anticipated faculty hires will alleviate this problem to some degree but the Department is doing the best it can at the moment. The Chair will label the full-time auxiliary teaching faculty to reflect their Assistant or Associate Professor (Lecturer) status vs. the title of “Adjunct.” Oftentimes these full-time teaching faculty members are exemplary educators.

Recommendation 5: Additional faculty lines should be acquired. The ad hoc committee recognizes that this is much easier said than done. However, it is clear that most of the recommendations noted above are due to a faculty contingent that is well below critical mass given the teaching, research, and service commitments of the department.

Dean Rudd has reassigned a new faculty position to the Department (the need for strategic planning in terms of growing the faculty is addressed in Recommendation 1). With the hires planned for 2010/11, the department should reach 13 faculty. The Dean and Chair agree on a target of 15 faculty within five years given the many demands across departments in the College.

Although not listed as a recommendation in the Graduate Council’s report, during the wrap-up meeting the participants agreed that in its current state, Orson Spencer Hall (OSH) is a substandard space for housing the Department. One of the issues is the inadequate space and
Memorandum of Understanding
Department of Geography
Graduate Council Review 2009-10
Page 4

infrastructure support for the Digit Lab; another is the erratic temperature control. Even though there is no viable alternative at the current time, Sr. Vice President Pershing informed the group attending the meeting that there is an assessment underway by the Office of Space and Planning to look at a possible phased remodel of OSH. The Chair will work with the Dean to solve immediate problems in the best way possible given the current budget constraints.

This memorandum of understanding is be followed by annual letters of progress from the chair of the Geography Department to the dean of the Graduate School. Letters will be submitted each year until all of the actions described in the preceding paragraphs have been completed.

David W. Pershing
M. David Rudd
George F. Hepner
Charles A. Wight
Donna M. White

Charles A. Wight
Dean, The Graduate School
November 29, 2010