## PROPOSAL 16-04

## PhD PROGRAM IN INDUSTRIAL HERITAGE AND ARCHEOLOGY

## The Senate

## **INTRODUCTION and RATIONALE**

The Department of Social Sciences has offered a unique MS Program in Industrial Archeology (IA) since 1992. The success of this Masters Program in placing students in jobs and the general trajectory of the field has convinced us to take the next step and establish a doctoral program in Industrial Heritage and Archeology at Michigan Tech. This document outlines the department's reasoning, presents the framework of the program of study we propose to offer, identifies its relationship to University strategic goals, and discusses necessary support.

## INDUSTRIAL HERITAGE STUDIES

The disciplined study of Industrial Heritage appeared in England in the mid-20<sup>th</sup> century because of the realization that many physical features of the Industrial Revolution (mills, factories, smelters, mines and canals) were falling victim to the wrecker's ball and to urban renewal. Supporters pressed for the preservation and study of the history and significance of these structures and sites. This activity, which came to be known as Industrial Archeology (IA) because it focused on physical evidence, spread to North America in the 1970s.

Industrial Archeology has slowly entered the academy as an interdisciplinary field, drawing perspectives and participants from history, archeology, engineering, and museum studies. Binding these various approaches into a hybrid field is a strong focus on the material culture of industrialization. IA scholarship has operated quietly in the US, but the term *industrial heritage* has taken on greater significance in Europe and achieved correspondingly greater institutional development as a recognized element of historic preservation and museum interpretation. Several undergraduate IA programs exist in England, with others under development at universities in Germany and Italy. Graduate programs are housed in archaeology departments in several English universities, such as Leicester and Birmingham. A PhD program in Industrial Heritage Studies operates in the History of Science and Technology Department at the Royal Institute of Technology in Stockholm, Sweden. Behind these institutional developments in Europe is a steadily increasing list of industrial heritage activities (see below, Potential Market) that are generating demands for informed study and management, conducted by PhD-level practitioners.

## RATIONALE FOR A PhD PROGRAM AT MTU

There are several reasons for considering the establishment of a doctoral program in Industrial Heritage and Archeology at Michigan Tech.

- 1. Most important, the new doctoral program proposed here is a logical extension of previous efforts in the Department; indeed, faculty have been pointing toward this step for a decade. We have assembled the faculty in both history and archaeology, built an international reputation for scholarly excellence in this area, and demonstrated an ability to attract students and external support. The Department houses the offices of the Society for Industrial Archeology and edits the organization's journal.
- 2. There are no American competitors in this field. The Department's existing MS program already stands as the only American Industrial Archeology (IA) program. West Virginia

University houses an institute for contract IA research (http://www.as.wvu.edu/ihtia/) but offers only a generalized graduate certificate in cultural resource management (http://www.as.wvu.edu/crm/CRM%20Frame/index.htm). Arkansas State University in Jonesboro offers a doctoral program in heritage studies that with a strongly historical orientation that focuses on the Mississippi Delta region without an archeological dimension (http://www.clt.astate.edu/heritagestudies/mission.htm). The University of Massachusetts at Lowell's Tsongas Center for Industrial History offers no IA component. The Center for Heritage Resource Studies at the University of Maryland was formed in December 2000 and emphasizes the intersection of heritage and the environment. This Center comes closest to what mav we envision. (http://www.heritage.umd.edu/INDEX.htm), but offers only a Masters in Applied Archaeology. Thus MTU is uniquely positioned to move in concert with the international industrial heritage movement noted above and offer a new doctoral program aimed at industrial heritage that blends history and archeology.

- 3. Department faculty already receive requests from students interested in earning advanced degrees in areas we are defining as Industrial Heritage Studies. Our own MS students are interested; nine have entered PhD programs elsewhere. Several students would have preferred to remain at MTU.
- 4. External Program Reviewers in 2002 endorsed in strong terms the suggestion that the Department develop a doctoral program centered on industrial archeology, concluding the existing faculty is highly visible, capable, and ready. (*See attached excerpt in appendix*.)
- 5. Such a program will stimulate and enhance the Department's intellectual life. The Social Sciences Vision Initiative proposal of fall 2002, which was endorsed by the Strategic Planning Working Group and the Tech Fund (*see copy in appendix*), is only one indication of how the Department expects this doctoral program to provide intellectual excitement, through expanded research activities and the presence of post-doctoral fellows.
- 6. The core disciplines of IA (history, anthropology and historic preservation) are undergoing substantial changes that enhance opportunities for interdisciplinary degree holders. The successful models of historians of technology and historical archaeologists, both of which had to cut out their own territory within classic academic departments that traditionally did not include them, suggests industrial archaeologists will make their way on the basis of their work, not their established place in the hierarchy of academic disciplines.
- 7. There is an increasing demand for broader professionalism in the Cultural Resource Management field (CRM). Environmental requirements governing development, mandated by legislation and regulations, have increased demand for professional practitioners over the last 30 years. Much field work in this area was undertaken by anthropological archaeologists; there is now a need for specialization. Industrial heritage specialists entering the CRM field will need credentials and expertise in order to rise to the highest positions. From almost no MS/MA degree holders ten years ago, more than two dozen of our graduates alone now work in CRM. Many who are poised to assume positions of responsibility would find their prospects enhanced by holding a PhD. IA specialists in government and museums also would be advantaged in their careers by a doctoral degree.
- 8. The existing Masters-level program in Industrial Archeology and History is the foundation for the development of this doctorate. The MS grew out of faculty expertise in the areas of Science, Technology and Society (STS), the history of science/technology, architectural history, and anthropology/archeology. This research focus, along with a wealth of local resources for IA studies and much hard work, eventually produced a successful MS program that examines the built environment of industry through research on artifacts, sites, documents, structures, and landscapes of industrial America. Current faculty involved in the IA program include an architectural historian, a cultural anthropologist, three historians of technology, and three archaeologists. Course work for our MS students covers all four of these areas of interest (see Resources, below).

A total of 52 students (34 males, 18 females) entered the MS program between 1991 and 2002. The backgrounds of these graduate students reflect the interdisciplinary orientation of the field and the faculty. While the disciplines of history and anthropology dominate current student backgrounds (9 and 26 students respectively), other fields of interest are also represented: art/photography/design (6), engineering and math/physics (3), business, information and computer science (3), and humanities/social sciences (4). While some students come fresh from undergraduate school, many students arrive from the working world and/or hold other graduate degrees. Most students have come from the U.S., but other countries represented include Canada, New Zealand, Virgin Islands, and Italy.

The Department supports every MS student as a teaching assistant (GTA) during their first year. University funds enable these students to play key roles, especially as teaching assistants in support of large-enrollment general education courses. (It is department policy that MS students not teach regularly-scheduled courses.) Department faculty have been very successful in securing external research support for second-year funding. Forty-one students (85% of those completing the program) have received at least partial support in this way; thirty-one were fully supported on sponsored research during their second year.

To date, 35 MS degrees have been awarded (23 males, 12 females), with 8 in progress, 4 finishing all but thesis. (There have been 6 withdrawals.) Graduates of the MS program have found positions in heritage management contracting firms (15), in federal and state agencies (6), park interpretive or museum programs (5), work in research institutes (2). Others attended graduate school at the professional or doctoral level (9). To date, every graduate of the program has found meaningful work in the field. Of those seeking advanced degrees, most are enrolled in anthropology departments at the PhD level, but one is pursuing a doctoral degree in geography and another an MBA focused on museum studies.

## SHAPE OF THE DOCTORAL PROGRAM CURRICULUM

The doctoral program, like the MS program, will be a unique opportunity to combine history, archeology, and material culture in the context of industrial heritage. In terms of specific courses for doctoral study, we plan to maintain the existing MS program and courses, and rely upon those core classes to serve the basic needs of all graduate students. Doctoral students will complete 45 additional hours beyond their Masters, including about 30 hours of course work or directed reading and 15 hours of dissertation research. As part of their course work, we will require doctoral candidates to select three of the following classes which are already on the books in Social Sciences and other departments. (Courses with undergraduate numbers may be dual listed with 5000-level numbers or otherwise adjusted to meet graduate level expectations.) Opportunities include:

- Regional History (SS 3541)
- Historical Archeology (SS 3200)
- Archaeological Laboratory Methods (SS 3220)
- Geographic Information Systems for Resource Management (FW 5560)
- Geophysics for Archeology (SS 5405)
- Environmental History (SS 3520)
- Architectural History (SS 3515)

We expect that most doctoral students will not pursue a significant number of traditional courses, but rather will engage in directed reading and study with advisors. Even so, the department expects to develop several new courses (primarily seminars) to meet the needs of students. Some new courses will be developed as overloads; others may be offered by adjunct faculty (see Resources at Hand, below). Final decisions on course development will be made as the focal points of the program develop, but likely course additions include:

- Teaching Practicum
- Professional Practicum
- Archives and Records Management Practices
- Special Topics in Industrial Heritage; possible subjects include:
  - Seminar in Industrial Heritage
  - Advanced Cultural Resource & Heritage Management and Tourism
  - Industrial Heritage Field Methods
  - Material Culture and Museum Studies
- Special Topics in Industrial History; possible subjects include:
  - Global History Of Industrialization
  - Theoretical Models Of Industrial Evolution (Cross-Disciplinary: Geography, Anthropology, History, Political Economy)
  - Social History of Technology and Work
- Directed Reading/Independent Study (variable credits)

The **degree requirements** for this doctorate adhere to the general rules established by the Graduate School. The following is only a basic outline, as the Department will prepare formal detailed procedures upon acceptance of this doctoral degree. This PhD is a research degree, with the course work designed to prepare students for comprehensive examinations in three fields, chosen from the list below. Students will form advisory committees during their first year, typically to include three faculty members representing different fields of study. The committee will administer a comprehensive examination. Upon successful completion of the examination, students shall form a 4-person dissertation committee, whose members may be different than the initial advisory committee. One member of this committee must be from outside the department. **Fields of Study:** Industrial Archeology, History of Technology, Architectural History, Cultural Anthropology/Archeology, Historic Preservation, Material Culture, Museum Studies, Archival Management, Cultural Studies, Science and Technology Studies, Geographic Information Systems, Environmental Policy.

## POTENTIAL MARKET (Projected Enrollment)

We strongly believe that significant opportunities are emerging for holders of a doctoral degree related to industrial heritage studies. First, we do not envision establishing a strictly academic degree, although university positions will be one employment option for holders of this degree. We see special opportunities outside the academy, where industrial heritage studies have become important for park and museum development, in the context of environmental assessments of public works projects and public lands management, and, increasingly, in support of heritage tourism. Around the world, the historical significance of industrial past. A dozen of the most recent additions to UNESCO's World Heritage List are industrial sites and landscapes. A very successful project in Germany's core iron and steel region resulted in the establishment of a regional scheme known as the Route of Industrial Heritage of the Ruhr. This concept recently expanded, with European Union funding, to develop a European Route of Industrial Heritage; similar regional efforts are to be found throughout Europe. While North

American recognition of the value of industrial heritage has not yet matched the European record in terms of scale, recent efforts such as the Keweenaw National Historical Park, America's Industrial Heritage Park project in Pennsylvania, and the Automotive History Corridor project centered in Detroit are examples of emerging interest in this approach to industrial history. Each example is a partnership between local, state, federal, and corporate supporters.

An important area of growth and opportunity for Industrial Heritage professionals is in Heritage Tourism and Development. In Europe particularly, the establishment of large-scale heritage parks, routes, and networks is a strong trend. This trend is likely to continue and spread to the Americas in a powerful way. IA/Industrial Heritage professionals will help mold and direct this important activity.

More specifically, the program we are proposing will prove attractive to students in a number of fields connected to industrial heritage. Several potential students have recently identified themselves within the local community. A number of our own MS students are interested in continuing their education, while we also have indications of interest from the professional staff of Isle Royale National Park, Keweenaw National Historical Park, and the Ottawa National Forest. The interest of these professionals may play out in various ways, ranging from full enrollment for advanced degrees to pursuit of more limited professional development goals. But all such activities suggest the value of the proposed degree program.

The Program in Industrial Heritage and Archeology expects to admit 4-5 students per year, beginning as early as Fall 2004. Students who completed their Masters degrees in spring 2003 expressed interest in starting immediately. In any event, with a four-year timeline to complete the degree, the Program should graduate 1-2 doctoral students per year by Spring 2008 at the latest.

## PROGRAM COSTS

## RESOURCES AT HAND

In developing this doctoral program, the Department can draw upon a strong base of existing resources, both on campus and off.

## Faculty In Social Science

Patrick Martin (Industrial Archeology) Kim Hoagland (Historic Preservation & Architectural History) Larry Lankton (Industrial History and Material Culture) Carol MacLennan (Cultural Anthropology, Industrial Communities) Susan Martin (Archaeology and Cultural Anthropology) Terry Reynolds (History of Technology and Engineering) Timothy Scarlett (Historical Archeology) Bruce Seely (History of Technology and Engineering, Transportation) Carl Dassbach (Sociology of Industry) Hugh Gorman (Environmental History/Policy)

Other faculty in the Department's Environmental Policy Program (Kathleen Halvorsen, Barry Solomon, Brad Baltensperger, Mary Durfee) also can contribute to the doctoral program, depending upon the specific interests of individual students.

## Faculty From Other Departments

Charles Young (Geological and Mining Engineering and Sciences) Ann Maclean (Forest Resources and Environmental Science) Michael Hyslop (Forest Resources and Environmental Science) Erik Nordberg (University Archives) Bruce Pletka (Materials Science and Engineering)

## Facilities At MTU

INDUSTRIAL ARCHEOLOGY RESEARCH LABORATORY, ACADEMIC OFFICE ANNEX Recently remodeled with department funds; research equipment includes pottery kilns. Facility also provides computers and office space for IA graduate students; space for artifact processing and curation, and cataloging space.

# UNIVERSITY ARCHIVES AND COPPER COUNTRY HISTORICAL COLLECTION, J. R. VAN PELT LIBRARY

Essential base of resources for historical research that includes technical periodicals; the collection includes 7,500 books, 10,000 images, 300 rolls of microfilm; corporate and personal records related to local history and industry. The regular library collection includes good runs of essential technical and engineering journals and serials, as well as an essential core collection of secondary books and scholarly journals. These resources must remain current to serve the research activities of students and faculty.

## SOCIETY FOR INDUSTRIAL ARCHEOLOGY

Administrative offices of the Society for Industrial Archeology (SIA);

Patrick Martin currently serves as executive secretary and editor of journal, IA.

## A. E. SEAMAN MINERAL MUSEUM

Michigan's official mineralogical museum with 60,000 minerals;

Attention to economic geology and mining engineering

## Regional Resources on the Keweenaw Peninsula

Many of the relationships outlined below relate to funded research opportunities, but the connections also will allow the new doctoral program to draw upon agency staff as adjunct faculty in such areas as historical agency administration, material culture, historic preservation, museum studies and interpretation, and so forth.

## KEWEENAW NATIONAL HISTORIC PARK, NATIONAL PARK SERVICE

The park constitutes a natural laboratory for IA research, and strong linkages have connected the park to the Social Sciences Department since its founding; A cooperative agreement is already in place; faculty member serves on the park's Advisory Commission. Plans are under discussion for expanding funded research opportunities related to historic structure reports and culture landscape surveys.

# ISLE ROYALE NATIONAL PARK, NATIONAL PARK SERVICE.

Faculty previously conducted field work on island's industrial past.

## U.S. FOREST SERVICE

Field work has been completed by faculty and students previously in several units including **Huron-Manistee; Daniel Boone; Hiawatha; and the Ottawa National Forest**. Numerous projects in the last include the summer field school at Norwich Mine and Ohio Trap Rock Mine sites in 1990s. Department faculty have strong relationships with forest officials from lectures, presentations, and consulting.

STATE OF MICHIGAN'S DIVISION OF HISTORY, ARTS, AND LIBRARIES Existing research relationships exist with several UP facilities:

## Michigan Iron Industry Museum, Negaunee

Director of Educational Outreach is MS graduate in IA; Summer field school conducted at Carp River forge in 1997, 1998, 2002.

#### Fort Wilkins State Park, Copper Harbor

Department previously supported living history interpretation; Summer field school site in 1999, 2000, 2001 with focus on the Fort, early mining activities, and light house.

## Fayette Historic Townsite, Fayette

Summer field school site in 1995, 2001.

## National Resources

The increasing visibility of the Department's MS program in Industrial Archeology and History translates into opportunities for funded research and recruitment at the national level. These include:

## SCENIC HUDSON, INC.

A nationally-recognized environmental organization emphasizing land-use planning and sustainable economic development, Scenic Hudson sought out Department faculty in 2001 to develop a historical understanding of the **West Point Foundry** in Cold Spring, NY. The foundry, a leading industrial center in 19<sup>th</sup> century America, was the summer field school site for 2002 and 2003. The structure of a long-term relationship including support for extensive field research is already under discussion.

## NATIONAL PARK SERVICE (NPS)

Beyond the strong ties to the **Keweenaw National Historic Park**, Department faculty and students have conducted significant contract research at **Wrangell-St. Elias Park** in Alaska (1997-98), **Death Valley National Park** in California (2001); **Yukon-Charley Rivers National Historic Preserve** (2003). The Department has links to the **Historic American Engineering Record**, which documents significant industrial sites and structures.

## HENRY FORD MUSEUM AND GREENFIELD VILLAGE, DEARBORN, MI

NATIONAL MUSEUM OF AMERICAN HISTORY, SMITHSONIAN INSTITUTION The Department expects to formalize relationships with these institutions in order to permit doctoral students to pursue advanced research projects and internships in museum settings.

We also will draw upon museum staff expertise to supplement the Department's competence in the areas of museum studies and material culture.

The Department also is developing connections to international centers leading to cooperative research projects or student/faculty exchanges at the Royal Institute of Technology in Stockholm, Sweden; Leicester University in England; Bergakademie Freiburg (Mining Institute) and the Technische Universität Freiberg, both in Germany; and industrial heritage scholars in Barcelona, Spain.

## ADDITIONAL RESOURCES REQUIRED

Department faculty realize significant inputs of time and energy are required to move the new degree program forward. But as it has throughout the 1990s, the Department has attempted to prepare itself by judicious planning and strategic hires so that the new degree will not require a large infusion of new resources in order to be viable. This does not mean that new resources are not needed. It does mean that the Department cannot tolerate the loss of additional faculty lines or resources. An attached spreadsheet summarizes the costs connected with this program.

1. FACULTY: The Department counted on a replacement search launched in fall 2002 to hire a scholar with a background in field work and archaeology. The loss of this position to budget cuts limits the Department's flexibility in meeting both existing teaching commitments and the new demands of a doctoral program. Indeed even before the line was lost, External Program Reviewers in spring 2002 emphasized the need for more people, commenting succinctly that "Industrial archeology needs additional faculty help." The labor-intensive effort of preparing

doctoral students adds further impetus to this need. Adjunct faculty from local institutions can help the Department meet certain needs, but restoring the lost position must be a high priority for the Department and the College. We propose to launch a national search in the second year and have this person on board in year three of the program.

2. SPACE: The Department has launched a parallel proposal to establish a Research Center for Industrial Archeology to provide needed space, research support staff, and postdoctoral fellowships to expand funded research activities. These steps obviously will markedly enhance the doctoral program. The Department's Vision Initiative proposal (fall 2002) was supported and endorsed by the University's Strategic Planning Working Group and forwarded to the Tech Fund for action. Absence of space absolutely limit the expansion of all Social Sciences activities, as the Department has completely filled all offices available to it. Possible solutions are outlined in the Vision Initiative proposal, and space questions have already been sent to the University Space Committee.

3. POSTDOCTORAL FELLOWS: The Department envisions postdoctoral fellowships as a means of providing crucial assistance to the preparation of graduate students in terms of both the classroom and research activities. The Department requested "start-up" funding in this area in its Vision Initiative request, but also will pursue external funds from NSF and from NATO and European Union Postdoctoral programs. The goal is to have at least one international postdoctoral fellow continuously in residence. We request support for one postdoctoral fellow for one year during the initial three years of this program.

4. EXCHANGES: Preliminary conversations with the Graduate School indicate a willingness to provide assistance for such activities such an International Doctoral Exchange Fellowship, Summer Fellowships for graduate students, and for international faculty exchanges.

5. GRADUATE STUDENT SUPPORT: It is impossible to operate a graduate program in this field without University support for student tuition and stipends. Currently, the Department receives four Masters-level GTAs from the Graduate school and two from the College of Sciences and Arts. We request the addition of two doctoral-level GTAs and the conversion of two MS-lines to doctoral positions. In addition, we will seek to multiply these University resources with external funding, as with our existing MS program. When the PhD proposal is approved, the Department will submit an application to the NSF's Science and Technology Studies Program for a Small Grant for Training and Research (SGTR) for \$100,000 per year for 3 years. These program-building awards offers support for 2-3 graduate students and a post-doctoral fellow each year. Additional funding opportunities in the areas of public history, archeology, anthropology, and other fields will be pursued by Department faculty to provide funding for post-doctoral and doctoral students. The Department is already working with the Tech Fund to develop longer-term funding opportunities in the non-profit and corporate sector, mainly in partnership with Scenic Hudson, Inc., and the West Point Foundry project.

6. LIBRARY RESOURCES: The Department already uses its share of the books and journal budget to support purchases in the area proposed for this degree. We request a modest increase in the budget (\$500/year) to insure the library remains current in the growing literature of this field.

## EXPECTED OUTCOMES

This doctoral program contributes to the University's Strategic Plan, specifically the fourth element (**Resources, Size, and Composition**) by increasing the number and quality of doctoral students. The Program in Industrial Heritage and Archeology expects to admit 4-5 students per year, beginning as early as Fall 2004, and with a four-year timeline to complete the degree, the Program should graduate 1-2 doctoral students per year beginning Spring 2008 at the latest.

This proposal rectifies the fact that the Social Sciences Department is the only researchoriented department at Michigan Tech without a doctoral program. Moreover, the Department believes that this doctoral program focused on industrial archeology and heritage will, because of its absolutely unique interdisciplinary structure and international outlook, enhance the already high visibility achieved by the Department and its faculty in the areas of industrial archeology, history of technology and engineering, industrial heritage, and related fields.

## APPENDIX C

## **Descriptions of New Courses to be Proposed**

## SS 6010: Special Topics in Industrial Heritage (may be repeated)

Focused study on selected fields, with possible subjects including:

- · Seminar in Industrial Heritage
- · Advanced Cultural Resource & Heritage Management and Tourism
- · Industrial Heritage Field Methods
- · Material Culture and Museum Studies

## SS 6020: Special Topics in Industrial History (may be repeated)

Focused studies in selected fields, with possible subjects including:

· Global History of Industrialization

• Theoretical Models of Industrial Evolution (Cross-Disciplinary: Geography, Anthropology, History, Political Economy)

· Social History of Technology and Work

## SS 6050: Archives and Records Management Practices

An introduction to the basics processes, challenges, and professional issues associated with records management and archival administration. Includes attention to related policy, legal and ethical issues and to the records management profession.

## SS 6101: Teaching Practicum

Designed to introduce students to the challenges of developing and offering college-level courses. The focus ranges from practical issues of grading, lecturing, active learning, moderating discussions, and so forth to basic broader issues of pedagogy. NOTE: This course may be offered in conjunction with ED 5100.

## SS 6202: Professional Practicum (variable credits up to 9)

Designed for students pursuing internships and other professional experiences in federal and state agencies and private sector, such as consulting and CRM firms, museums, etc.

# SS 6500: Directed Reading/Independent Study (variable credits up to 12)

Advanced individual study under faculty direction

## SS 6600: Doctoral Dissertation Research (variable credits up to 18)

APPENDIX E											
Department of Social Sciences PhD Proposal: Resource Requirements											
Category	Explanation	Calculation	1 <sup>st</sup> year	2 <sup>nd</sup> year	3 <sup>rd</sup> year	Total over first 3 years					
General Fund Expenses											

Faculty	Restoration of the line for a Field Archeologist lost in 2002- 03	salary (\$42,000) + fringe benefits @ 39%			\$58,380	\$58,380
Graduate Teaching Assistantships (GTAs)	Estimated costs from Research Services					
	Convert 2 MS GTAs to PhD GTA	Stipend differential	\$2,928	\$3,020	\$3,108	\$9,056
	2 new doctoral GTAs	Stipend	\$21,116	\$21,752	\$22,404	\$65,272
		Tuition & Fees	\$16,664	\$18,080	\$18,894	\$53,638
Postdoctoral Fellowships	Not an annual expense	salary (\$36,000) + fringe benefits @ 39%		\$50,040		\$50,040
International Exchanges	Not an annual expense	Will utilize existing resources in Graduate School				
Library	Slight increase in book and journal budget		\$500	\$500	\$500	\$1,500
TOTAL						\$236,386
Non-General Fund Expenses						
Space	Estimate of AOB Annex renovations	Technically part of the Department's Vision Initiative proposal, this expense is to be supported externally. We also believe renovations can be accomplished for much less than the estimate from Facilities				\$225,000

Adopted by Senate: 11 February 2004 Approved by President: 29 February 2004