Concentrations for the Master of Urban Planning Degree
Urban and Regional Planning Program
University of Michigan

The Urban and Regional Planning Program requires candidates for the Master of Urban Planning degree to select at least one concentration in order to gain depth in a specific area of the very broad field of urban and regional planning. The following are guidelines for five program-defined concentrations. In general, a concentration requires one or two foundational courses that provide the conceptual basis for analysis, decision-making, and planning in that area; techniques or methods course(s); and electives organized into streams of topics within the concentration. The structure of each concentration is slightly different, reflecting the character of that subject area. With careful planning, it is often possible to satisfy the requirements for two concentrations. Faculty are ready to advise you in selecting courses.

NOTES:

Recommended courses listed below that are offered by other departments may require prerequisites, may not be offered regularly, and/or may restrict enrollment.

LAND USE AND ENVIRONMENTAL PLANNING

At the heart of land use and environmental planning are a host of environmental and social sustainability implications related to the location and intensity of human activities across cities and regions. Many regions in the United States and worldwide are undergoing simultaneous processes of suburban sprawl and urban decline, along with other related challenges to the quality of urban areas, including ecosystem fragmentation and degradation, air and water pollution, and aesthetic decline—all yielding cities and regions that can be unhealthy, unjust, ugly, dull, and unfulfilling places to live. Within this context, this concentration seeks to enable students to inform decision-making processes related to land development and the ongoing use of land in both urban areas experiencing disinvestment and exurban/rural areas facing development pressure. The concentration aims to imbue the professional practice of land use and environmental planning with awareness of the sustainability and social justice implications of public decisions that shape place in cities and regions, toward the end of promoting cities and regions that are healthy, ecologically and economically vibrant, economically and socially just, and desirable places to live, work, and play.

Students learn to recognize the value-based and analytical conflicts common to land development and environmental planning debates and to employ planning and policymaking approaches to resolve those disputes. The challenge is to guide land development in some places and the adjustment to population loss in others in ways that preserve and restore the ecological integrity of urban and rural systems while improving the quality of life for all residents, facilitating a vital economy, promoting the efficient use of land and community facilities such as public buildings and parklands, and respecting fiscal and legal requirements. The skills of the land use and environmental planner include developing and deploying a solid understanding of: the policy tools for shaping land use, including regulation, investment, subsidy and others; the economic and political feasibility of alternative land use and land development schemes; and the societal and environmental implications of land-related decisions.

Through practice, land use and environmental planners address a wide array of overlapping issues such as sprawl and intergovernmental growth management; the relationship between land use and transportation systems; the relationship between economic development and environmental protection; open space and farmland preservation; brownfield redevelopment; transboundary environmental issues; and environmental justice. Land use and
environmental planners find employment in local, regional, state, and federal government agencies; as private sector planning consultants; and in environmental and community nonprofit organizations.

A student in this concentration must take URP 540 plus one additional foundational course, from a selection of optional courses, along with one of two techniques/methods courses, noted below. The student should then select from other courses (especially those recommended below) to complete a program of study that best fits his or her interests.

**Foundational Courses (URP 540 plus one additional of the following)**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
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<tbody>
<tr>
<td>URP 540</td>
<td>Land Use Planning and Development Management <em>(required)</em></td>
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<tr>
<td>URP 541</td>
<td>Urban Land Use Planning</td>
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<tr>
<td>URP 542</td>
<td>Environmental Planning</td>
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<td>URP 543</td>
<td>State and Local Land Management</td>
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**Techniques / Methods Courses (take at least one of the following)**

<table>
<thead>
<tr>
<th>Course Code</th>
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<tbody>
<tr>
<td>URP 520</td>
<td>Introduction to Geographic Information Systems <em>(or NRE 531)</em></td>
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<tr>
<td>URP 522</td>
<td>Collaborative Planning <em>(or NRE 532 or NRE 533)</em></td>
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**Other Related Courses (optional)**

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<tr>
<th>Course Code</th>
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<tbody>
<tr>
<td>URP 521</td>
<td>Intermediate Geographic Information Systems</td>
</tr>
<tr>
<td>URP 525</td>
<td>Regional Planning</td>
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<tr>
<td>URP 528</td>
<td>Food Systems Planning</td>
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<tr>
<td>URP 532</td>
<td>Sustainable Development</td>
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<tr>
<td>URP 544</td>
<td>Behavior and Environment <em>(NRE 560)</em></td>
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<td>URP 553</td>
<td>Sustainable Urbanism and Architecture</td>
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<td>URP 554</td>
<td>Liquid Planning</td>
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<tr>
<td>URP 560</td>
<td>Transportation and Land Use Planning</td>
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<tr>
<td>NRE 513</td>
<td>Comparative Strategies for Sustainable Development</td>
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<tr>
<td>NRE 514</td>
<td>Environmental Impact Assessment <em>(EHS 572)</em></td>
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<tr>
<td>NRE 531</td>
<td>Principles of Geographic Information Systems</td>
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<td>NRE 532</td>
<td>Natural Resource Conflict Management</td>
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<tr>
<td>NRE 533</td>
<td>Negotiating Skills in Environmental Dispute Resolution</td>
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<tr>
<td>NRE 534</td>
<td>GIS and Landscape Modeling</td>
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<tr>
<td>NRE 550</td>
<td>Systems Thinking for Sustainable Enterprise</td>
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<tr>
<td>NRE 551</td>
<td>Non-market Strategy</td>
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<tr>
<td>NRE 561</td>
<td>Psychology of Environmental Stewardship</td>
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<tr>
<td>NRE 566</td>
<td>Public Opinion and the Environment</td>
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<tr>
<td>NRE 571</td>
<td>Environmental Economics</td>
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<tr>
<td>NRE 593</td>
<td>Environmental Justice: New Directions</td>
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<tr>
<td>NRE 662</td>
<td>Seminar in Resource Policy and Administration</td>
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<tr>
<td>NRE 686</td>
<td>Politics of Environmental Regulation <em>(PUBPOL563, HMP 686)</em></td>
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Faculty associated with the concentration:

Richard Norton (Concentration Coordinator)
Scott Campbell
Robert Goodspeed
Lesli Hoey
Douglas Kelbaugh
GLOBAL AND COMPARATIVE PLANNING

The Global and Comparative Planning concentration provides University of Michigan students with the opportunity to examine the interconnected social, cultural, and political-economic processes that frame patterns of urban development and planning in the United States and abroad. Students learn to think creatively and critically analyze the design and implementation of planning initiatives from a comparative and global perspective, which recognizes the importance of confronting unequal power relations and social injustices of various scales.

Many cities in low and middle-income countries face challenges of rapid population growth, resource scarcity, rural-urban migration, and severe poverty and socioeconomic inequality. Yet they also exhibit remarkable planning innovations, some of which are replicated in urban settings of high-income countries. Furthermore, many cities in the Global North – such as Detroit and other deindustrialized cities – are interconnected with cities in the Global South through global economic, environmental and migratory patterns. Planners focus on understanding these issues and opportunities and formulating appropriate interventions, working with communities on achieving social justice and redistribution of development benefits. They work in project management, administration, finance, urban policy, and sustainability efforts for non-governmental organizations, the United Nations and other international institutions, government offices, private urban design and planning firms, and more.

The curriculum in this concentration prepares planners to work in the environment of concomitant urban growth and decline, economic flexibilization, and transnational patterns of urban development from a comparative perspective. Students develop the tools and ideas to understand how globalization impacts the local space of cities and regions; work effectively in multicultural settings; empower marginalized populations; and facilitate collaborative practice. Students may choose to focus on specific themes and substantive areas such as community development and housing, transportation, environmental planning, land use and physical planning, or economic development. Students may also choose to pursue regional interests by taking courses listed by Area Studies Programs in the International Institute, which include regional seminars and courses in geographic areas of interest such as Africa, Europe, Latin America, Middle East, and Asia.

Students in the concentration must take URP 570 Global and Comparative Planning, along with one other foundational course from a selection of optional courses, and one techniques course from a selection of options. Students are encouraged to take one or two additional courses in their specific area of interest. Not all of the foundational courses are offered regularly, so students should consult with the relevant faculty to find out when they are likely to be taught and plan accordingly. The list of courses below is not comprehensive; students are encouraged to seek additional coursework that might count towards the concentration subject to approval by the concentration coordinator.

Foundational Courses (URP 570 plus one additional of the following)

<table>
<thead>
<tr>
<th>Course</th>
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<tbody>
<tr>
<td>URP 570</td>
<td>Global and Comparative Planning (required)</td>
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<tr>
<td>URP 527</td>
<td>Comparative Housing and Property Policy</td>
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<tr>
<td>URP 552</td>
<td>Healthy Cities: Planning and Design</td>
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Updated 2017 03 3
URP 571 Comparative Urban Policy
URP 573 Infrastructure Planning in the United States and Developing Countries
URP 580 Metropolitan Structure

Techniques / Methods (at least one of the following)

URP 524 Program Evaluation for Urban Planning
URP 523 Participatory Planning and Community Development
URP 585 Economic Development Planning Methods

Other Related Courses (optional)

URP 521 Intermediate Geographic Information Systems
URP 551 Planning Representation and Communication
ANTHRCUL 439 Economic Anthropology and Development
ANTHRCUL 625 Anthropological Approaches to Property & Property Rights
BA 519 Managing the Nonprofit Organization
ECON 461 The Economics of Development I
ECON 462 The Economics of Development II
ECON 561 Economic Development Policy
ECON 641 International Trade Theory
ECON 665 Economic Development of Underdeveloped Countries I
ECON 666 Economic Development of Underdeveloped Countries II
NRE 593 Environmental Justice: New Directions
PUBPOL 534 The Economics of Developing Countries
PUBPOL 541 International Trade Policy
PUBPOL 542 International Financial Policy
PUBPOL 573 Cost Benefit Analysis
PUBPOL 676 International Politics of Poverty and Development
PUBPOL 741 Principles of Finance and Global Financial Markets
PUBPOL 742 International Trade and Investments: Policies and Strategies
PUBPOL 780 Topics in Policymaking: Understanding the U.N.
SW 701 Practice in International Social Work

Courses with a Regional Focus

AAS 403 Education and Development in Africa
AAS 408 African Economics: Social and Political Settings
AAS 426 Urban Redevelopment and Social Justice
AAS 427 Women in Africa and the Diaspora
AAS 453 Culture, Class, and Conflict in Southern Africa
ECON 467 Economic Development in the Middle East
LAW 680 Constitutionalism in South Africa
POLISCI 649 Politics and Society in Latin America
POLISCI 653 Proseminar in Middle East Politics
POLISCI 656 Seminar in Chinese Government and Politics
POLISCI 657 Proseminar in Governments and Politics of South Asia
POLISCI 659 Proseminar in Government and Politics of Africa
POLISCI 660 Proseminar in World Politics
POLISCI 677 Proseminar in Southeast Asian Politics
Summer Internship

Students are encouraged to seek summer internships abroad at the end of their first year. Financial assistance for travel and research support is available on a competitive basis at the International Institute, Rackham Graduate School and at various area centers. Students are encouraged to expand on work initiated in a summer internship abroad through the thesis or professional project option for meeting the capstone requirement.

Faculty associated with the concentration:
Lesli Hoey (Concentration Coordinator)
Martin Murray
Scott Campbell
Lan Deng
Joe Grengs
Larissa Larsen
Ana Paula Pimentel Walker
Harley Etienne
Maria Arquero De Alarcon

Physical Planning and Design

“Each generation writes its own biography in the cities it creates.”
Lewis Mumford, The Culture of Cities

What will our cities say about this generation? While technology has allowed us to create virtual worlds of interaction, our collective need for memorable places, meaningful communities, and ecologically appropriate settlements has never been greater. The purpose of this concentration is to enable planning students to contribute to the design, function, and sustainability of our communities. The concentration consists of a combination of lecture and studio courses. In the studio classes, students propose change on real sites with real clients, considering a myriad of constraints. Through these courses taken altogether, students undertake activities that require them to:

1) Visualize scale, density, and the physical dimensions of different built structures, transportation systems, and infrastructure requirements;

2) Create and critique physical master plans with regards to their contextual appropriateness (from diverse perspectives that include aesthetics, function, inclusion, and environment);

3) Understand how different design philosophies and traditions have influenced form, configuration, and the distribution of uses and users;

4) Recognize how development and real estate influence the products and processes of urban design; and

5) Respect present and future inhabitants of the neighborhoods we hope to build and recognize how meaningful community participation can enhance their design.

Classes in this concentration include lectures, seminars, field trips, and studios. Students in this concentration are required to take URP 550 (Planning Representation and Communication) and URP 551 (Physical Planning and Design Workshop), along with a second foundational course from a selection of options. Students should also take the section of URP 501 (Planning Theory and History-Physical Planning and Design Emphasis) that emphasizes
physical planning topics. In addition, students are encouraged to take additional elective courses related to their interests.

**Foundational / Techniques / Methods Courses (all three courses required)**

- URP 501 Planning History and Theory (Physical Planning and Design Focus)
- URP 550 Planning Representation and Communication
- URP 551 Physical Planning and Design Workshop

**Recommended Electives**

- URP 531 The Social Life of Public Spaces
- URP 552 Healthy Cities: Policy and Design
- URP 553 Sustainable Urbanism and Architecture
- URP 554 Liquid Planning
- URP 555 Architect/Planner as Developer

**Other Related Courses (optional)**

- URP 520 Introduction to Geographic Information Systems
- URP 521 Intermediate Geographic Information Systems
- URP 529 History of Urban Form
- URP 530 American Planning 1900-2000
- URP 532 Sustainability and Social Change
- URP 540 Land Use Planning and Development Management
- URP 541 Urban Land Use Planning
- URP 542 Environmental Planning
- URP 544 Behavior and Environment (NRE 560)
- URP 582 Neighborhood Planning
- URP 591 Financing Real Estate Development
- URP 592 Real Estate Essentials
- ARCH 506/724 Theorizing Place
- ARCH 563 Colonial/Post-Colonial Architecture and Urbanism
- NRE 605 Green Construction and Design (BA 605)
- CEE 532 Construction Management and Project Engineering

**Additional Opportunities for Students in the Physical Planning and Urban Design Concentration**

*Hines Competition:* Sponsored by the Urban Land Institute, this annual project engages multidisciplinary student teams in proposing development concepts and financing. This project occurs in late January/early February each year. Team organization begins in the fall.

*Post-professional Master of Urban Design:* Students who want greater depth in urban design can apply for admission to the Urban Design Program after completing their MUP degree.

*Dual Degree in MArch/MUP Urban and Regional Planning Program:* Students who want much greater depth in architecture and structures can apply for admission to the Architecture Program and the dual degree program between Architecture and Urban Planning.
**Student-Initiated Dual Degree in Landscape Architecture (MLA) and MUP:** Students who are interested in site planning and design at a range of scale that consider the built and natural environment may apply for admission to the School of Natural Resources and Environment for admission to the Landscape Architecture Program (three year graduate program).

**Real Estate Development Certificate:** Design and development are closely intertwined. Students in the physical planning and design concentration will be encouraged to consider earning the real estate certificate in addition to the MUP.

Faculty associated with the Urban Design Concentration:
- Larissa Larsen (Concentration Coordinator)
- Maria Arquero de Alarcon
- Robert Fishman
- Douglas Kelbaugh
- Kimberly Kinder
- Kit McCullough (Architecture)
- Roy Strickland (Architecture)
- Paul Fontaine (Lecturer)

**TRANSPORTATION PLANNING**

Movement has always been central to the economies and quality of life in cities and regions. The importance of connecting physically disparate locations spawned professions in transportation engineering and transportation planning in early 20th-century America, professions that were subsequently exported worldwide. Transportation planning has opened up previously inaccessible territory and distributed an unprecedented level of mobility throughout a broad range of society. At the same time, the transportation system’s rapid growth has had serious societal, environmental, and economic side effects. The transportation professions have frequently treated mobility as inherently desirable, neglecting the fact that access, not movement, is what people seek in a transportation and land-use system.

The transportation planning concentration builds an interdisciplinary range of skills and perspectives in transportation planning, including understandings of transportation planning’s societal roles, applied technical and evaluation skills, historical uses and misuses of transportation planning techniques, and the rich interdependencies between transportation planning and other areas of urban and regional planning.

Major themes in transportation planning include the interaction of transportation and land use planning, transportation needs of the poor, alternative approaches to public transit policy, the role of technology in improvement of transportation systems, transportation’s role in environmental quality planning, and the intergovernmental and interjurisdictional dimensions of transportation problems.

The transportation planning concentration prepares students for professional work in transportation related organizations at local, regional and national levels, and in private planning/engineering firms that are engaged in transportation planning. Transportation planners develop transportation and traffic plans, forecast travel conditions, and prepare transportation demand management programs for their jurisdictions. At the broader level, transportation planners provide input into transportation policy questions, such as the relative benefits of alternative approaches to transit investment, pricing of public and private transportation, or innovative approaches to addressing needs in "welfare-to-work" transportation. New transportation technologies and institutions create opportunities that eventually change land use patterns. Conversely, new land use patterns change the burden on the transportation system and affect available transportation strategies. Transportation planners anticipate and plan for these interactions.
The concentration requires the completion of three courses, including the two foundational courses URP 560 and URP 561, and one techniques course in introductory Geographic Information Systems. Also recommended for students in the transportation planning concentration are URP 521 and an additional course from the list of Other Related Courses.

**Foundational Courses (both of the following required, can be taken in either order)**

- **URP 560** Transportation and Land Use Planning
- **URP 561** Transportation and Public Policy

**Techniques / Methods Courses (at least one GIS course required)**

- **URP 520** Introduction to Geographic Information Systems
- **URP 521** Intermediate Geographic Information Systems (prerequisite: URP 520 or NRE 531)
- **CEE 570** Introduction to Geostatistics (requires advanced math proficiency)
- **NRE 531** Principles of Geographic Information Systems (equivalent to URP 520)

**Other Related Courses (optional)**

- **URP 522** Collaborative Planning
- **URP 532** Sustainability and Social Change
- **URP 580** Metropolitan Structure
- **URP 582** Neighborhood Planning
- **URP 585** Economic Development Planning Methods
- **EHS 687** Air Quality Seminar
- **NRE 527** Energy Markets and Energy Politics
- **NRE 543** Environmental Spatial Data Analysis
- **NRE 550** Systems Thinking for Sustainable Development
- **NRE 570** Environmental Economics: Quantitative Methods and Tools
- **NRE 571** Environmental Economics (has prerequisites)
- **NRE 574** Sustainable Energy Systems
- **POLSCI 623** Proseminar in Municipal Problems
- **PUBPOL 519** Sustainable Energy Systems (NRE 574)
- **PUBPOL 558** Microeconomics B: Economic Decision-Making
- **PUBPOL 559** Accelerated Microeconomics
- **PUBPOL 564** Government Regulation of Industry and Environment
- **PUBPOL 569** Applied Regression Analysis
- **PUBPOL 573** Benefit Cost Analysis
- **PUBPOL 580** Values & Ethics
- **PUBPOL 585** Political Environment of Policy Analysis
- **PUBPOL 682** Leadership and Communications in State-level Policy
- **PUBPOL 686** State and Local Policy Analysis: Focus on Development Policy
- **PUBPOL 689** Equality in Public Policy
- **PUBPOL 718** Real World Sustainability
- **PUBPOL 723** Wealth Inequality and Public Policy
- **PUBPOL 724** Urban Politics
- **PUBPOL 726** Normative Theories of Taxation
- **PUBPOL 753** Fossil Fuel Use in the Age of Climate Change
- **PUBPOL 764** Topics in Transportation Policy
Some students complement their concentration in transportation planning by earning a Certificate in Spatial Analysis from the Rackham Graduate School.

Faculty associated with the Transportation Planning concentration:
  Joe Grengs (Concentration Coordinator)
  Jonathan Levine

Others associated with the concentration:
  Lidia Kostyniuk, University of Michigan Transportation Research Institute and Adjunct Professor of Urban and Regional Planning.

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**HOUSING, COMMUNITY AND ECONOMIC DEVELOPMENT**

Healthy cities and regions need affordable housing; safe, vibrant and diverse neighborhoods; and good jobs and public services. The tasks are complex and challenging: reconciling affluence and equity; mobility and a sense of place; global markets and local traditions; retaining manufacturing jobs while embracing post-industrial digital technologies; providing housing as both a market commodity and a social need. Moreover, these various tasks work best if interconnected: housing integrated into the larger neighborhood; economic activity embedded into local communities; and equal partnerships between public and private actors.

The Housing, Community, and Economic Development (HCED) concentration takes on these challenges through planning for housing, neighborhoods, and the economic well being of a community and the larger region. The goals are to increase social and economic capital and improve the quality of life generally but particularly in low-income, minority and other disadvantaged communities.

Planners with this background work with local residents, neighborhood and community organizations, community development corporations, and nonprofit and for-profit housing developers, as well as for municipal, regional, state, and federal agencies and the private sector. Their work is directed toward securing decent, affordable housing; improving job opportunities; increasing safety; and restoring or maintaining community stability. They work for state departments of commerce or economic development, city departments and mayors’ offices, and federal agencies to plan and implement development projects, strengthen tax base, improve employment opportunities, and enhance housing policy.

HCED is a broad concentration consisting of three tracks: housing; community development; and urban and regional economic development. HCED students may choose to specialize in one or more of these interrelated but distinctive tracks and do not need to take courses across all three areas. Students acquire knowledge of political, economic, and social systems that lead to urban growth and decline, low incomes, inadequate housing, unemployment, uneven development, deindustrialization, and poor neighborhoods. Students may further specialize in particular skills and techniques, such as: local and regional economic analysis; real estate finance and development; neighborhood planning; site planning; nonprofit management; public-private partnerships; and community participation (to facilitate an open planning process with people and organizations of multiple backgrounds and interests).
The concentration requires URP 580 (Metropolitan Structure) and recommends one additional foundational course and one technique/methods course, depending on the track.

**Foundational Courses**

*Housing and Community Development Tracks (URP 580 required, plus one of the following recommended)*

- URP 580 Metropolitan Structure *(required)*
- URP 581 Housing Policy and Economics
- URP 582 Neighborhood Planning
- URP 583 Race, Difference, and Social Justice

**Economic Development Track**

- URP 580 Metropolitan Structure *(required)*
- URP 584 Introduction to Economic Development Planning

**Techniques / Methods Courses**

*Housing Track (at least one of the following)*

- URP 555 Architect/Planner as Developer
- URP 591 Financing Real Estate Development
- URP 592 Real Estate Essentials

*Community Development Track (at least one of the following)*

- URP 522 Collaborative Planning
- URP 523 Comparative Participatory Planning and Community Development

*Economic Development Track (at least one of the following)*

- URP 585 Economic Development Planning Methods
- MO 672 Leading Nonprofit Organizations
- PUBPOL 639 Quantitative Methods of Program Evaluation
- PUBPOL 686 State and Local Policy Analysis

**Other Related Courses (optional)**

- URP 522 Collaborative Planning
- URP 525 Regional Planning
- URP 532 Sustainability and Social Change
- URP 533 Thinking about Crime
- BE 570 Tax Policy and Business
- SW 674 Community-Based Policy Advocacy
- SW 650 Community Development
- PUBPOL 580 Values, Ethics, and Public Policy
- PUBPOL 587 Public Management
- PUBPOL 671 Policy and Management in the Non-Profit Sector
Other Opportunities Related to Housing, Community, and Economic Development

**Dual degree in Social Work and Urban and Regional Planning**

The student-initiated dual degree, M.U.P./M.S.W., enables students to study community planning in greater depth and to obtain two master's degrees in about three years of study.

**Dual degree in Business Administration and Urban and Regional Planning**

The M.B.A./M.U.P. degree provides much more extensive background for students who would like to work in urban revitalization through business development or in real estate development.

**Dual degree in Public Policy and Urban and Regional Planning**

The student-initiated dual M.U.P./M.P.P. degree provides the student with additional background for going into housing and economic development policy making at the state or the federal government levels.

**Dual degree in Law and Urban and Regional Planning**

The J.D./M.U.P. degree prepares students for community development advocacy, affordable housing development, and other areas related to the concentration.

**Graduate Certificate in Real Estate Development**

This program admits students who want to gain the background for implementing development ideas to create better neighborhoods, stronger cities, and better housing. Many of the urban planning students taking the certificate are concentrating in Housing, Community, and Economic Development.

**The Non-Profit and Public Management Center**

Students may also want to take courses associated with this program that prepares students to work in nonprofits and in government. See [http://nonprofit.umich.edu/index.php](http://nonprofit.umich.edu/index.php)

Faculty associated with the Housing, Community, and Economic Development concentration:
- Scott Campbell (Concentration Coordinator)
- Lan Deng
- Harley Etienne
- Joe Grengs
- Kimberly Kinder
Ana Paula Pimentel Walker
David Thacher
June Thomas
Peter Allen (Lecturer)
Eric Dueweke (Lecturer)
Wendy Rampson (Lecturer)
Barry Checkoway (Affiliated, School of Social Work)