

PLAN FOR DEVELOPMENT OF THE
INSTITUTE OF URBAN STUDIES

During the Six Year Period
September 1, 1970 to September 1, 1976



RESEARCH



EDUCATION



SERVICE

INSTITUTE OF



URBAN STUDIES

ARLINGTON, TEXAS 76010

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September 1, 1970 to September 1, 1976

A January, 1970 Statement to be Revised Annually

Institute of Urban Studies
The University of Texas at Arlington

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(February, 1970)

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FOREWORD

This plan was prepared by the staff of the Institute of Urban Studies and represents its suggestions for the development of the Institute during the period 1970-1976. The objective in preparing the plan is primarily to provide a general guide for state government and university officials who will make the policy and budgetary decisions which determine the future role of the Institute and the scope of its activities. A selected group of officials is being asked to review and comment on the plan in its present draft form so that a more refined version can be prepared for more general distribution. In seeking this first review, it is recognized that some may be faced with a dilemma; the Institute staff should be encouraged to think systematically about the future and plan ahead, but encouragement to do this might be construed as a commitment to support the plan in budget and appropriations decisions. If the preparation of the plan was intended to have no influence on the decisions of various concerned officials, there would be no point in its preparation. But what is needed is not specific promises of future support; rather, we seek comments in principle on what we propose to do in the future, with the clear understanding that the necessary funding may or may not be provided. This distinction between policy approval and budgeting and appropriating funds to support approved policies or programs is of long standing in public financial planning. The main point to emphasize is that budgeting and appropriating are pursued more intelligently if they are based on systematic and explicit planning of future programs.

Edward Overman
Director

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GOALS AND OBJECTIVES

The Institute of Urban Studies was established as a center for urban affairs teaching, research, and service within The University of Texas at Austin. After a short period of operation, the Institute is now preparing to expand its program by offering the degree of Master of Urban Studies and the degree of Doctor of Urban Studies. The Institute has also received approval from the State Board of Higher Education to offer a certificate in Urban Studies. The Institute is committed to providing a high quality education and to serving the needs of the community through its teaching, research, and service activities.

The basic goal of the Institute is the application of university resources to the task of improving the quality of life in urban areas. The primary means by which it seeks to achieve this goal are through research, education, and service to the community.

GOALS AND OBJECTIVES

Through graduate education of young men and women of the State and Nation, the Institute seeks to impart understanding and specialized professional skills related to urban affairs. This is accomplished by providing the "best" graduate program to cope with urban growth and change.

Basic applied research related to urban affairs has the objective of improving our understanding of complex city or urban trends and problems and finding ways to apply new knowledge to improve the quality of life.

Through service to public officials and others, the Institute seeks to establish and maintain channels through which its graduates and the findings of its research and service work can be brought to bear at strategic points in the public service and in the community.

There has been a growing awareness of the need for a center for urban

GOALS AND OBJECTIVES

The Institute of Urban Studies was established as a center for urban affairs teaching, research, and service within The University of Texas System. After a short period of operational experience, the Institute is preparing to enter the decade of the 1970's by reviewing its progress to date and setting forth plans to guide its growth and development through 1976. The Institute draws its basic goals and objectives from the statute which authorized its creation and from policies of university bodies and officials.

The basic goal of the Institute is THE APPLICATION OF UNIVERSITY RESOURCES TO THE TASK OF IMPROVING THE QUALITY OF LIFE IN URBAN AREAS. The primary means by which it seeks to achieve this goal are the education, research, and service programs it undertakes.

Through graduate education of young men and women of the State and Nation, the Institute seeks TO IMPART UNDERSTANDING AND SPECIALIZED INTELLECTUAL SKILLS RELATED TO URBAN AFFAIRS. This is sometimes referred to as producing the "brain power" needed to cope with urban trends and problems.

Basic and applied research related to urban affairs have the objectives of IMPROVING OUR UNDERSTANDING OF COMPLEX CITY OR URBAN TRENDS AND PROBLEMS AND FINDING WAYS TO APPLY NEW KNOWLEDGE TO IMPROVING THE QUALITY OF LIFE.

Through services to public officials and others, the Institute seeks TO ESTABLISH AND MAINTAIN CHANNELS THROUGH WHICH ITS GRADUATES AND THE FINDINGS OF ITS RESEARCH AND SERVICE WORK CAN BE BROUGHT TO BEAR AT STRATEGIC POINTS IN THE PUBLIC SERVICE AND IN THE COMMUNITY.

Those experienced with urban affairs programs in colleges and univer-

sities recognize that the three general types of activities - education, research, and services - are closely related to each other; development of one area potentially enhances the effectiveness of the other areas. But one area of activity can be pursued to the neglect of the other two. Unlike development of urban affairs institutes at some universities, where research or one of the other two types of activities may be emphasized or pursued exclusively, the Institute seeks to develop a capability in all three areas. Consequently, Institute development and operation in large measure is the art of achieving a harmonious balance among the three kinds of activity. There are good reasons for this approach. Urban affairs education programs developed in association with the research and service components are likely to be more realistic and more relevant to real problems of urban life. Urban research needs the specialized skills associated with teaching staffs and, if it is to be long-term or basic in character, it needs the independence traditionally provided academic institutions. Both basic and applied research need the stimulus of the felt needs of public officials and others and the "feedback" or reactions of those affected by the products of the urban research effort. Direct ties with official bodies, urban officials, and private sector leadership, established through various service activities, provide the linkage that is needed. Service activities not fueled with the new ideas and independent thinking of teachers and students can become routine, or, even worse, the captives of special interests.

Somewhat uniquely, The Institute of Urban Studies receives its authorization to engage in education, research, and service programs directly from a statute of the Texas Legislature which established the

Institute in late 1967. While this legislation is of recent origin and in no way a commitment as massive as the State government's dedication to agricultural education, research, and service, it is a significant beginning and an expression of official State recognition of the increasing urbanization of the State and its population. In Texas, with its cities and urban developments newer and more recent, relative to the rest of the country, there is the great advantage and opportunity to learn from the mistakes of other states and prevent some of the problems others have had. University urban education, research, and service programs can be important factors in exploiting this advantageous situation.

Institutional Development for Service to the University of Texas System

Urbanization in Texas calls for reordering of priorities and reallocation of emphasis and resources in a university system as well as in business, governmental, and many other institutions. The Institute of Urban Studies, while physically located at The University of Texas at Arlington and administratively a part of this institution, views its mission as system-wide in scope. THROUGH PERSUASION, EXAMPLE, AND SHARING OF RESOURCES AND INFORMATION THE INSTITUTE SEEKS TO STIMULATE AGENCIES AND INDIVIDUALS THROUGHOUT THE VARIOUS COMPONENT PARTS OF THE UNIVERSITY OF TEXAS SYSTEM TO GREATER AWARENESS OF OPPORTUNITIES TO HELP ACHIEVE THE BASIC GOAL OF IMPROVING THE QUALITY OF LIFE IN CITIES AND URBAN AREAS. All three of the major groups of activities of the Institute in the areas of education, research, and service can be related to the System as a whole.

The Institute's new graduate M. A. degree program in Urban Affairs will be the only degree program of this type in the System or in any

public institution in the State. Those staff members involved in undergraduate education programs throughout the System, particularly in the social sciences, will have a place to send students especially interested in urban affairs graduate education. Students already in graduate programs in other parts of the System can be assisted in arrangements for internships, in thesis or dissertation writing, and perhaps even take some of the courses offered in the urban affairs program. The wide contacts of the Institute staff with public officials can be used to help place graduates at System campuses in urban oriented employment and careers.

The Institute expects to become involved in a wide variety of urban research activities, some focused on short-term and applied type projects, with others more long-term and basic in character. Many staff members throughout the System have interests and skills that could be applied to these research projects with benefits to both parties. In time, the Institute expects to have a fund of data and sources of data that can be valuable resources to urban researchers throughout the System. Space and facilities can be provided to those whose projects call for work in the Dallas-Fort Worth region.

Institute staff members engaged in service activities and in direct contact with public officials can serve as "brokers" to bring together System staff members, with needed skills and knowledge, and the officials who want the benefit of the skills and knowledge.

Experience so far in developing relationships between the Institute and other parts of The University of Texas at Arlington indicate that all of the modes of collaboration mentioned above are possible and desirable. Limited Institute funds and resources are the main roadblocks. Inevitably,

the Institute will have special reasons for establishing additional relationships with other parts of UT Arlington and with other institutions in the North Texas Region. This will be in keeping with the announced policy that The University of Texas at Arlington will be the institution in North Texas where urban affairs education and research will be emphasized.

DEVELOPMENT PLAN ORGANIZATION AND PROCESS

The first development plan represents the beginning of a continuous planning process for shaping the future of the Institute. Over time, many special studies need to be made to give our own planning process the continuous research input which we so greatly need for others outside the university.

The intent of the Institute of Urban Studies is setting forth this plan as to provide a guide for its growth and development over a planned horizon for foreseeable time period of about six years. This document will be revised and revised from year to year and projected forward one year with each revision. The Institute has prepared this first planning document as a program based proceeding from its primary goals and objectives to major programs.

DEVELOPMENT PLAN ORGANIZATION AND PROCESS

The following section will identify the major programs which are the primary units of this development plan and indicate the structural arrangement of the program.

PROGRAM STRUCTURE

Subsidiary Program

1. Graduate Education Program

A. Graduate Degree Program

B. Research Related to Graduate Education

2. Urban Research Program

A. Urban Policy Research

B. Functional Project Research

C. Technology Application Research

DEVELOPMENT PLAN ORGANIZATION AND PROCESS

The first development plan represents the beginning of a continuing planning process for shaping the future of the Institute. Over time, many special studies need to be made to give our own planning process the continued research under-pinnings we so ardently recommend for others outside the university.

The intent of the Institute of Urban Studies in setting forth this plan is to provide a guide for its growth and development over a planning horizon (or foreseeable time period) of about six years. This document will be refined and revised from year to year and projected forward one year with each revision. The Institute has prepared this first planning document on a program basis proceeding from its primary goals and objectives to major programs for goal achievement and then to sub-programs within each major program. The following outline will identify the major programs which form the primary units of this development plan and indicate the structural arrangement of the programs.

PROGRAM STRUCTURE

Substantive Programs

1. Graduate Education Program
 - A. Graduate Degree Programs
 - B. Research Related to Graduate Education
2. Urban Research Program
 - A. Urban Policy Research
 - B. Functional Project Research
 - C. Technology Application Research

3. Urban Service Program
 - A. Advisory Assistance
 - B. Clearinghouse Services
 - C. Convener Services
 - D. Demonstration Projects
 - E. Training Services
 - F. Evaluation Services
4. Information System Development Program
 - A. Information System Research
 - B. Advisory Services

Within each substantive program the following planning information has been developed:

- A. Name of Major Program
- B. Program Objectives
- C. General Description of Program
- D. Sub-Programs
 - (1) Specific Description
 - (2) Current Status
- E. Multi-Year Program and Staffing Chart

Auxiliary Programs

5. General External Relations
 - A. Advisory Committees
 - B. Faculty Associates and Institute Fellows
 - C. Information and Press Relations
 - D. Cooperation with Professional Associations

6. Internal Management and Support

- A. Staff Development
- B. Physical Facilities
- C. Library Services
- D. General Administrative Procedures
- E. Publication Services
- F. Planning and Budgeting

ORGANIZATION OF THE INSTITUTE
(With Program Assignments)

ORGANIZATION OF THE INSTITUTE

The chart presented below illustrates the three main organizational divisions of the Institute: division for graduate education, division of urban research and service, and division of information system development. These organizational arrangements appear to be adequate until experience indicates differently. As already indicated, part of the rationale for this structure is the attempt to "protect" the graduate education program and staff, and especially their students, from pressures and diversions usually associated with short-term and early deadline oriented research and consulting projects. Another rationale is the attempt to avoid major divisions based on academic disciplines; to the contrary general functional divisions are established with several of the traditional disciplines represented within the functional divisions. This should be more conducive to integration of the disciplines.

President, UT Arlington

Vice-President for Academic
Affairs, UT Arlington

Director,
Institute of Urban Studies

Advisory Committees

Advisory Committee, UT System
Institute Development Council
Joint Planning Committee, UT
Arlington - U Houston
Advisory Group, UT Arlington
Faculty Associates

Support Services

Library Services
Physical Facilities & Equipment
Administrative Procedures
Publication Service
Press & Information Services
Planning and Budgeting

Graduate Education

Graduate Instruction
Student Placement
Teaching Related Research
Resource Staff
Informal Education

Urban Research
and Service

Urban Policy Research
Functional Project
Research
Technology Application
Research
Advisory Assistance
Service
Clearinghouse Services
Convener Services
Evaluation Services
Training Services
Institute Fellows

Information System
Development

Information System
Research
Information System
Advisory Services

INDIVIDUAL PROGRAM PLANS

GRADUATE EDUCATION PROGRAM

OBJECTIVES

1. To provide men and women at the graduate level for satisfying and profitable careers in urban government public and private agencies through graduate instruction which meets the specialized manpower needs of society to cope with urbanization and urban problems and help train persons who will engage in these careers.

2. To enhance the education of students through teaching and research associations with service faculty members.

3. To conduct research activities by staff and students to raise the level of knowledge and understanding of urbanization for the benefit of society.

GRADUATE EDUCATION PROGRAM

4. To stimulate the development of other urban oriented educational programs at the University of Texas at Arlington and at other community college units of the system.

General Description of Program

In 1968, the Board of Regents approved the Institute's proposal for a M.A. degree in Urban Affairs. The first program is expected to be approved by the Coordinating Board in April, 1970 and will be implemented in September, 1970. This program has been described in considerable detail in the final proposal submitted for approval and Coordinating Board approval and will be filed with the Board in due course. No specific graduate programs in Urban Affairs exist in the University of Texas System or in Texas in any community college except for one recently started at Trinity University. There is a great need for

GRADUATE EDUCATION PROGRAM

GRADUATE DEGREE PROGRAMS

Objectives

1. EDUCATE MEN AND WOMEN AT THE GRADUATE LEVEL FOR SATISFYING AND PROFITABLE CAREERS IN URBAN ORIENTED PUBLIC AND PRIVATE AGENCIES
2. THROUGH GRADUATE INSTRUCTION PROVIDE THE SPECIALIZED MANPOWER NEEDED BY SOCIETY TO COPE WITH URBANIZATION AND URBAN PROBLEMS AND HELP TRAIN PERSONS WHO WILL PURSUE URBAN AFFAIRS CAREERS
3. ENHANCE THE EDUCATION OF STUDENTS THROUGH TEACHING AND RESEARCH ASSOCIATIONS WITH SENIOR FACULTY MEMBERS
4. THROUGH RESEARCH ACTIVITIES OF STAFF AND STUDENTS INCREASE THE BODY OF KNOWLEDGE AND UNDERSTANDING OF URBANIZATION FOR THE BENEFIT OF SOCIETY
5. STIMULATE THE DEVELOPMENT OF OTHER URBAN ORIENTED EDUCATIONAL PROGRAMS AT THE UNIVERSITY OF TEXAS AT ARLINGTON AND AT OTHER COMPONENT UNITS OF THE UT SYSTEM

General Description of Program

In December, 1969, the Board of Regents approved the Institute's proposal for a M. A. degree in Urban Affairs. The new program is expected to be approved by the Coordinating Board in April and May 1970 and will be inaugurated in September, 1970. This program has been described in considerable detail in the formal proposal prepared for Regential and Coordinating Board approval and will not be dealt with elaborately in this statement. No specific graduate programs in Urban Affairs exist in The University of Texas System or in Texas in any institutions except for one recently started at Trinity University. There is a great demand for

young men and women with special training in urban affairs.

Most urban problems require the knowledge and methodological skills of a variety of disciplines and do not lend themselves to solution by those trained in a single discipline. Students will normally enter this program from undergraduate majors in the social sciences - economics, sociology, government, history - and from engineering and the natural sciences. The new "core" courses set forth on the following page, along with graduate courses in other departments, will be offered to start the M. A. degree program. The course offerings reflect the view that cities and urbanization are complex; students should understand the interrelated nature of the economic, governmental, social, and physical aspects of cities.

For full time students, completion of degree requirements of 30 semester hours of course credits and six hours of thesis or internship work will require a minimum of 18 months. A substantial number of part-time students are expected to enroll in the program but the program is designed mainly for regular full-time students.

At least five graduate fellowships should be provided for a nucleus of full-time, outstanding, and specially selected students. Funds for this purpose are not yet available.

With a few changes in organization and operation, and addition of resources, the urban affairs program to be started in September, 1970, can form the basis in the future for more professional concentrations in such fields as urban management, urban planning, criminal justice administration, and urban research and methodology.

NEW URBAN AFFAIRS CORE COURSES

Courses Emphasizing Governmental and Political Aspects

- Seminar in Urban and Metropolitan Politics (3 semester hours)
- Seminar in the Politics of Minority Groups - continuation of preceding seminar (3 semester hours)
- Seminar in Government and Administration of Metropolitan Areas (3 semester hours)
- Seminar in Governmental Policies and Programs for Directing Urban Development (3 semester hours)

Courses Emphasizing Urban Areas as Social Entities

- Seminar in Urban Social Pathology (3 semester hours)
- Seminar in Race Relations and Social Problems of Minority Groups (3 semester hours)
- Seminar in Community and Neighborhood Organizations (3 semester hours)
- Seminar in Methods of Social Science Research and Analysis (3 semester hours)
- Seminar in Urban History (3 semester hours)

Courses Emphasizing Urban Areas as Economic Entities

- Seminar in the Dynamics of Regional Economic Development (3 semester hours)
- Seminar in Economics of Selected Urban Problems (3 semester hours)
- Seminar in Urban Public Finance and Inter-governmental Fiscal Relations (3 semester hours)

Courses Emphasizing Urban Areas as Physical Environments

- Seminar in Orientation to Urban and Regional Planning (3 semester hours)
- Seminar in Orientation to Urban Design (3 semester hours)
- Seminar in Protection of Urban Environmental Quality (3 semester hours)

Staffing

Three "core" staff positions are presently provided for in the budget of the Institute of Urban Studies for an urban sociologist, urban economist, and urban government professor. This is considered to be a minimum staff to start the M. A. program. Institute staff members, other than the new "core" staff, may be able to assist with the graduate instruction, and some graduate courses in other departments will be appropriate for the Urban Affairs graduate students. Offering some of the "core" curriculum courses in the physical environment area may be a problem within the limits of funding for only three "core" staff positions. The size of the "core" staff needed in the future will depend mainly on the number of students enrolling and the variety of courses and services offered to students. Enrollments are estimated as follows:

	<u>M. A. Student Full-time Equivalents</u>	<u>Ph.D. Student Full-time Equivalents</u>	<u>Total Full-time Equivalents</u>	<u>Total Full-time "Core" Staff Positions</u>
1970-1971	15	-	15	3
1971-1972	23	-	23	4
1972-1973	34	-	34	5
1973-1974	51	3	54	6
1974-1975	67	5	72	7
1975-1976	67	10	77	8

To accommodate increases in enrollments, expand to the doctorate, and enlarge the curriculum to cover additional subjects, it is planned to add a position beginning in September, 1971 and each year to September, 1975. This would mean a total of eight beginning in September, 1975 or five more than the original three "core" staff positions.

RESEARCH RELATED TO GRADUATE EDUCATION

Objectives

1. ENHANCE AND ENRICH THE EDUCATION OF STUDENTS THROUGH INVOLVEMENT IN RESEARCH AND THROUGH RESEARCH ENRICHED TEACHING
2. PROVIDE THE SETTING FOR FACULTY MEMBERS TO CONDUCT INDEPENDENT, LONG-TERM RESEARCH DESIGNED TO GENERATE KNOWLEDGE AND SUBJECT EXISTING THEORIES AND FINDINGS OF OTHERS TO SEARCHING AND SUSTAINED EXAMINATION
3. UTILIZE THE KNOWLEDGE AND SKILLS OF "CORE" STAFF FACULTY MEMBERS IN THE ORGANIZED RESEARCH CARRIED OUT IN THE INSTITUTE'S URBAN RESEARCH PROGRAM

Description of Research Program

Organizational arrangements separating teaching related research from the urban research program (described below), staffing from several different disciplines, and hopefully the creation of a tradition of independent searching for the truth and uninhibited reporting of research findings, will cultivate an intellectual climate for high quality research. Some of the specific ways a research component can contribute to the graduate education of students include: provide lively and relevant topics for student papers and projects in graduate seminars; make student thesis and dissertation writing in the nature of a partnership between student and teacher with reasonable assurances that the student's principal adviser has expertise and interest in the topic selected; use the staff's publication and reporting channels (as at meetings of professional associations) to stimulate students to be productive and prepare high quality materials that are respected and defensible; and capitalize on the research contacts of staff members in professional organizations and public and private agencies

to provide more desirable placement of students who graduate and enter the world of work.

Accomplishing the educational objectives of research and using the methods of relating research to student involvement just described is of necessity a highly individual matter with the staff persons in the graduate program. In a practical sense, freedom of staff members to pursue research interests of their own choosing, frequently related to their dissertation writing as a graduate student, is a necessary requirement. But the practice of using Texas urban areas and the Dallas-Fort Worth region as "laboratories" or subjects for research has much appeal and will be pursued.

Unfortunately, funding for social science research that is basic in character and not related to "project funding" or the felt needs of a government agency or private donor is difficult to secure. A policy of modest teaching loads provides one avenue for providing the staff with the time and resources for the type of research program intended. Such a policy can be easily justified when the research activity does in fact contribute directly to the education of the students. With time and energy for research, the staff will be in a position to seek out and obtain funding from a variety of sources, public and private, that will contribute benefits to the students as well as their own professional and career advancement.

The "core" staff will come from the disciplines of urban sociology, urban government, urban economics, and the more urban segments of other disciplines. They will of necessity be in close association with each other since they will be teaching and counseling the same corps of students

and will work in the same organizational framework. The research component of the graduate program can be a mechanism for a truly multi-disciplinary or inter-disciplinary approach to urban problems and issues now recognized to be indispensable. The students in this type of intellectual community will have the advantages of exposure to the multi-disciplinary approach and will "pass the word" on this approach as they take on positions of responsibility after graduation.

Staffing

As already explained, the student oriented research will be an integral part of the work of the "core" teaching staff. A separate permanent staff in the graduate instruction area devoted exclusively to research is not contemplated. But maximum flexibility and support for the research activities of the "core" staff will be required. With the necessary additional funding secured "core" staff members will be permitted to take reduced teaching loads or, for temporary periods, devote full time to research. On occasion, "core" staff members may temporarily shift to a team or research group in the applied research and service segment of the Institute's operations. The reverse can be arranged. Provision for outstanding visiting scholars for a semester or session to bring new points of view and expertise to the group will be made.

A necessary condition for success in research, in addition to flexible policies for staff assignments, is provision of a variety of supporting services and facilities: adequate office space and research "laboratory" space; a modern well equipped computer center; and funds for travel and purchase of research materials and equipment.

Current Program Status

In preparation for the initiation of the Institute's M. A. program in Urban Affairs, a thorough study of graduate education in North Central Texas has been undertaken and completed, a proposal for the M. A. program has been prepared and approved by the university administration and the Board of Regents, and preparation of specific course outlines and the development of material for inclusion in the official catalog is underway. The Coordinating Board, Texas College and University System, is expected to consider and hopefully approve the M. A. program at its April and May meetings. The Institute is adding staff members who can teach in the new program if it is approved.

SUMMARY OF GRADUATE EDUCATION PROGRAMS

MULTI-YEAR PROGRAM AND STAFFING CHART

	Program Activities	Staffing	Financing	
1970-71	Initiation of M.A. in Urban Affairs with approx. 15 students and 3 full-time faculty members, begin faculty research directly related to teaching.	3 core staff members plus part-time assistance from other Institute staff and from other departments	Staff	\$ 60,000
			Support	10,000
			Research	<u>5,000</u>
			Total	\$ 75,000
1971-72	Continuation of M.A. program with approx. 23 students, addition of one core staff faculty member and provision for 5 graduate fellowships	Previous staff plus addition of one full-time faculty member, total of 4	Staff	\$ 80,000
			Support	20,000
			Research	10,000
			Fellowships	<u>20,000</u>
			Total	\$130,000
1972-73	Continuation of M.A. program with approx. 37 students, addition of one core staff member and provision for 6 graduate fellowships	Previous staff plus addition of one full-time faculty member, total of 5	Staff	\$100,000
			Support	25,000
			Research	15,000
			Fellowships	<u>24,000</u>
			Total	\$164,000
1973-74	Initiation of Ph.D. program and continuation of M.A. program, total of approx. 56 students, addition of one core staff member and provision for 7 graduate fellowships	Previous staff plus addition of one full-time faculty member, total of 6	Staff	\$120,000
			Support	30,000
			Research	20,000
			Fellowships	<u>28,000</u>
			Total	\$198,000
1974-75	Continuation of M.A. and Ph.D. programs with approx. 77 students, addition of one core staff member and provision for 8 graduate fellowships	Previous staff plus addition of one full-time faculty member, total of 7	Staff	\$140,000
			Support	35,000
			Research	25,000
			Fellowships	<u>32,000</u>
			Total	\$232,000
1975-76	Continuation of M.A. and Ph.D. programs with approx. 82 students, addition of one core staff member and provisions for 9 graduate fellowships	Previous staff plus addition of one full-time faculty member, total of 8	Staff	\$160,000
			Support	40,000
			Research	30,000
			Fellowships	<u>36,000</u>
			Total	\$266,000

URBAN RESEARCH PROGRAM

Objectives

1. CONDUCT BASIC AND APPLIED RESEARCH INTO URBAN PROBLEMS AND PUBLIC POLICY AND MAKE AVAILABLE RESULTS FROM THIS RESEARCH TO PRIVATE GROUPS, PUBLIC BODIES, AND PUBLIC OFFICIALS
2. SELECT RESEARCH PROJECTS WHICH RESPOND TO THE NEEDS OF LOCAL, REGIONAL, AND STATE OFFICIALS BY ADDRESSING CURRENT PROBLEMS OR BY SEEKING TO ANTICIPATE PROBLEMS AND OPPORTUNITIES AND SUGGEST ALTERNATIVE COURSE OF ACTION
3. CONDUCT A CONTINUING URBAN POLICY RESEARCH PROGRAM WHICH WILL ASSIST IN THE DEVELOPMENT OF ENVIRONMENT AND COMPREHENSIVE LOCAL, REGIONAL, AND STATE POLICIES OF URBAN DEVELOPMENT
4. CONDUCT FUNCTIONAL RESEARCH IN SUCH FIELDS AS LAW ENFORCEMENT AND CRIMINAL JUSTICE, HOUSING, TRANSPORTATION, ENVIRONMENTAL QUALITY, HEALTH, AND EDUCATION THROUGH CENTERS WITHIN THE INSTITUTE STAFFED WITH RESEARCH SPECIALISTS
5. CONDUCT RESEARCH FOCUSING ON THE APPLICATION OF NEW TECHNOLOGY AND "SYSTEMS" TECHNIQUES TO PROBLEMS OF URBAN DEVELOPMENT

URBAN RESEARCH PROGRAM

General Description of Program

The Urban Research Program of the Institute of Urban Studies will build upon staff capabilities already being developed on current projects underway in the areas of housing, environmental quality, urban development computer, municipal management, and public finance. Research projects will be undertaken which hold promise for providing local, regional, and state officials and private and civic leaders with recommendations concerning specific courses of action they can take to improve the quality of life in

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2. SELECT RESEARCH PROJECTS WHICH RESPOND TO THE NEEDS OF LOCAL, REGIONAL, AND STATE OFFICIALS BY ADDRESSING CURRENT PROBLEMS OR BY SEEKING TO ANTICIPATE PROBLEMS AND OPPORTUNITIES AND SUGGEST ALTERNATIVE COURSES OF ACTION
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4. CONDUCT FUNCTIONAL RESEARCH PROJECTS IN SUCH FIELDS AS LAW ENFORCEMENT AND CRIMINAL JUSTICE, HOUSING, TRANSPORTATION, ENVIRONMENTAL QUALITY, HEALTH, AND EDUCATION THROUGH CENTERS WITHIN THE INSTITUTE STAFFED WITH RESEARCH SPECIALISTS
5. CONDUCT RESEARCH FOCUSING ON THE APPLICATION OF NEW TECHNOLOGY AND "SYSTEMS" TECHNIQUES TO PROBLEMS OF URBAN DEVELOPMENT

General Description of Program

The Urban Research Program of the Institute of Urban Studies will build upon staff capabilities already being developed on current projects underway in the areas of housing, environmental quality, urban development manpower, educational management, and public finance. Research projects will be undertaken which hold promise for providing local, regional, and state officials and private and civic leaders with recommendations concerning specific courses of action they can take to improve the quality of life in

urban Texas. Criteria used to select projects will be as follows:

1. Innovative projects will be favored;
2. Projects will be undertaken which have the potential for the development of findings and recommendations applicable to multiple urban situations in Texas;
3. Repetitive studies or projects will not normally be undertaken;
4. Projects which meet the above three criteria and also have been requested by local, regional, or state officials will be given priority.

A major portion of Institute staff time will be devoted to research designed to result in improvements in local, regional, and state governmental services. Within the limits of staff and financial resources, each research project will include follow-up services as responsible officials take steps to translate project recommendations into official policies and operational programs.

Urban Policy Research

During the 1960's, considerable attention has been paid by local, state, and regional officials to the process of setting goals for urban growth and the delivery of public services. This trend should continue during the 1970's with emphasis on completion and continuing refinement of goals and creation of systems for measuring goal achievement. However, if these goals are to be realized, urban leaders will have to develop policy positions designed to guide public and private action toward goal achievement. Lacking policy framework, specific program decisions and public and private actions can result in altering or partially cancelling out basic program goals. Further, urban policies need to be

consistent and comprehensive in order to provide a framework for harmonizing separate programs and activities. The Institute will direct a significant portion of its research activities toward providing research support to local, regional, and state policy-makers to help assure that alternative policies for improving patterns of urban growth are systematically analyzed and tested for their probable consequences.

Functional Project Research

Research activities of the Institute of Urban Studies will continue to address specific problems and opportunities in various functional areas of interest such as environmental quality, law enforcement and criminal justice, housing, transportation, health, and education. Research projects in functional areas will be undertaken by staff members of functional centers or task forces within the Institute. Key staff members with educational preparation and experience in the particular functional area will staff each of the centers or teams with support from other Institute staff members and from faculty members outside the Institute. On most research projects, a multi-disciplinary team of researchers will be assembled to insure that the final product represents not only the prevailing professional thought in that functional area, but also benefits from the enrichment that other fields and disciplines can bring. For instance, a research team assembled for a law enforcement and criminal justice project might include specialists in public administration, sociology, social work, and economics in addition to law enforcement specialists. Functional research centers will be activated within the research and service division of the Institute as adequate financing and technical support are available. A small "core" staff with full-time assignments in this area will be required to give coherence and continuity to the program.

Technology Application Research

"If we are to do better than we have in the past, we must learn to act in new ways. Since actions depend on thought, we must also learn to think in new ways. The simple fact is that the promise of science and technology for resolving our urban difficulties and giving us the kind of environment and society we want will not be fulfilled unless we gain a better understanding of science and technology, of their role in human affairs, and of the kind of life our people should enjoy." These words, spoken in 1967 by Carl F. Stover as president of the National Institute of Public Affairs, are even more pertinent in 1970. The computer revolution, the space program, engineering developments, and the continuing general advancement of American technology are providing a steady stream of new tools potentially useful in solving problems of our urban areas. Computerized traffic signalization, remote sensing photography from satellites to detect urban blight and pollution, and new concepts of large-scale organization and management are a part of a steady flow of new technological advances now available to urban officials. With the new technology have come new procedures for urban planning, research, and management generally falling under the broad classification of "systems analysis." Unfortunately, individual and organizational abilities to evaluate and assimilate these new tools and procedures have lagged behind their development. The Institute of Urban Studies will attempt to assist in the evaluation of new technology and procedures for their application to urban problem-solving and to help prepare local, regional, and state officials for their application in their work. This activity will be carried out in individual research projects in a center for technological applications within the Institute, and in the direct service functions of the Institute such as its in-service training programs.

Staffing

The service program, discussed below, and the research programs, just described, are inextricably related to each other. Staffing for both is discussed at the end of the section on the service program.

Current Program Status

Urban research projects are underway or completed in the subject areas of local government manpower development, housing, environmental quality, public finance, and criminal justice administration. Emphasis to date has been upon applied research projects designed to meet the expressed needs of urban officials.

Multi-Year Program and Staffing Chart

The multi-year program and staffing for urban research are combined with the urban service program and presented at the end of the following section.

URBAN SERVICE PROGRAM

Objectives:

1. OFFER ADVISORY SERVICES CONCERNING URBAN PROBLEMS AND THEIR SOLUTIONS
2. PROVIDE A CLEARINGHOUSE SERVICE FOR INFORMATION AND ASSISTANCE AVAILABLE THROUGH THE UNIVERSITY OF URBAN DESIGN AND OTHER SOURCES
3. CONDUCT TRAINING PROGRAMS DESIGNED PRIMARILY FOR THOSE WHO ARE WORKING IN OR EXPECT TO HAVE CAREERS IN URBAN SERVICE SERVICE
4. USE THE FACILITIES AND SERVICES OF THE INSTITUTE AND OTHER PARTS OF THE UNIVERSITY OF URBAN DESIGN TO SERVE INDIVIDUALS AND GROUP REPRESENTATIVES TO CONSIDER URBAN PROBLEMS AND OPPORTUNITIES
5. UNDERTAKE ADMINISTRATIVE PROJECTS TO TEST NEW IDEAS AND PROCEDURES
6. ASSIST URBAN DESIGNERS AND OTHERS IN THE EVALUATION OF URBAN DESIGN PROGRAMS AND ACTIVITIES

URBAN SERVICE PROGRAM

General Description of Program

In a manner roughly analogous to the Cooperative Extension Service of the land grant colleges which has served rural communities for decades, the Institute will provide a broad range of advisory services to urban designers and other individuals and organizations who are interested in urban design. The Institute's staff will be in contact with urban designers and other individuals who are interested in urban design at the local, regional, and state levels. The Institute's primary responsibility will be to assist urban designers and other individuals who are interested in urban design at the local, regional, and state levels. The Institute's primary responsibility will be to assist urban designers and other individuals who are interested in urban design at the local, regional, and state levels. The Institute's primary responsibility will be to assist urban designers and other individuals who are interested in urban design at the local, regional, and state levels.

URBAN SERVICE PROGRAM

Objectives

1. OFFER ADVISORY SERVICES CONCERNING URBAN PROBLEMS AND THEIR SOLUTIONS
2. PROVIDE A CLEARINGHOUSE SERVICE FOR INFORMATION AND ASSISTANCE AVAILABLE THROUGH THE UNIVERSITY OF TEXAS SYSTEM AND OTHER SOURCES
3. CONDUCT TRAINING PROGRAMS DESIGNED PRIMARILY FOR THOSE WHO ARE WORKING IN OR EXPECT TO MAKE CAREERS IN URBAN PUBLIC SERVICE
4. USE THE FACILITIES AND SERVICES OF THE INSTITUTE AND OTHER PARTS OF THE UNIVERSITY OF TEXAS SYSTEM FOR CONVENING INDIVIDUALS AND GROUP REPRESENTATIVES TO CONSIDER URBAN PROBLEMS AND OPPORTUNITIES
5. UNDERTAKE DEMONSTRATION PROJECTS TO TEST NEW IDEAS AND PROCEDURES
6. ASSIST LOCAL, REGIONAL, AND STATE OFFICIALS IN THE EVALUATION OF THEIR OWN PROGRAMS AND ACTIVITIES

General Description of Program

In a manner roughly analogous to the Cooperative Extension Service of the land grant colleges which has served rural residents for decades, the Institute will provide a range of services designed to "extend" into the urban areas the knowledge and technical skills of all of the Institute staff. The chief differences will be in subject matter dealt with and in the fact that the primary recipients of this service will not be the individual citizen at his farm or suburban home, but rather local, regional, and state officials who have either public or private leadership responsibilities in urban areas. In other words, the primary objective is to assist responsible officials and leaders through services designed to help them improve the quality of their

performance and in turn benefit individual urban residents. This role is directly authorized in the legislation creating the Institute. In addition to direct contact with individual officials and their associations, a variety of methods of communication and transmittal of information will be used: bulletins, monographs, conferences, short courses, etc.

This program will continue and expand the urban service activities already underway in the Institute. Work to date has centered on initiating activities related to advisory services, clearinghouse services, and convenor services. These activities will be further developed along with the initiation of training, demonstration, and evaluation projects.

Advisory Assistance

Advisory assistance to local, state, and regional officials and groups will be provided by the Institute upon request and in areas where the Institute has special competence. This activity will typically involve field visits of short duration and will concentrate on assistance related to Institute research findings or the expertise of staff members. The Institute will continually coordinate this service with other organizations to insure against unnecessary duplication or competition. It is anticipated that relationships with regional officials, such as those associated with regional councils of governments, will be especially desirable in this program as a means of reaching more local officials with more efficient use of limited resources. For example, an Institute-sponsored briefing on a new management or planning technique could reach large numbers of urban administrators through a few meetings arranged in conjunction with regional councils of governments.

Clearinghouse Services

The clearinghouse function is essential to all other service activities of the Institute. A comprehensive clearinghouse operation has been described by John Bebout, formerly director of the Urban Studies Center, Rutgers University, and now associated with the Institute as follows:

A system of communication with the university so that there would be a central place...with information about and access to all the relevant resources of the university.

A system of communication reaching outside the university designed to obtain and give proper direction to inquiries for information or assistance obtainable through the university.

A constantly growing reservoir of information in common demand, including information about sources outside the university to which inquiries may be referred.

A system for the efficient handling of frequent or standard inquiries through the use of pamphlets, memoranda, information sheets, bibliographies, etc.

A system for communicating to appropriate individuals or agencies within the university the need for new or further research indicated by requests for help and a parallel system for translating or interpreting the results of research whether "pure" or "applied" into useable answers to inquiries.

The Institute will develop a clearinghouse role in a logical and deliberate way rather than following the common practice of allowing this type of function to "grow up naturally." The description set forth by Bebout will be the model used. Work toward this objective is already underway with the collection of information for a catalog of University resources

available to urban officials. The information collected for the catalog will serve as the core for an evergrowing and changing body of information for the clearinghouse service. Relationships are being worked out with the Special Services Librarian at UT Arlington to fully utilize library resources.

Convener Services

A convener role will be undertaken by the Institute by making available meeting facilities and support of the Institute and System staff members. Meetings may be convened on university "neutral territory" for a variety of purposes including the establishment of communications among participants, the search for common action to solve urban problems, the resolution of differences among groups, and for the single purpose of imparting information.

Demonstration Projects

The Institute will undertake demonstration projects related to its education, research, and service programs to illustrate new techniques or to organize and demonstrate the feasibility of innovative approaches to urban problem-solving. These projects will be carefully selected and ad hoc in nature. The demonstration technique can be an effective means of launching new ideas or stimulating others to adopt new methods. Simulation techniques, new uses of existing data, computer technology applications, and many other topics lend themselves to the demonstration approach.

Training Services

A major urban service activity of the Institute will be the development, conduct, and encouragement of training programs related to the research and service activities of the Institute and designed primarily for those who

are working in or expect to make careers in the urban public service. The legislation creating the Institute specifically authorizes this activity and authorizes the Institute to undertake training activities itself or in cooperation with other organizations.

Training activities of the Institute will be designed to supplement training programs already carried out by other universities, local governments, councils of government, state agencies, and other organizations such as the Texas Municipal League. Priority in Institute training programs will be given to services which are available to elected officials such as mayors and councilmen and to top echelon urban managers such as city managers, urban planning administrators, department heads, and their assistants.

This focus on elected and top administrative and professional officials is undertaken with the conviction that their outlook and performance aspirations are of overriding importance for the quality of work done by their subordinates. They "set the tone" others view as important to their own approach to public service employment. The content of the training will emphasize general urban policy issues and problems as opposed to repetitive sessions on specific skills such as assessment administration or treasury management.

Evaluation Services

During the 1960's, public and private organizations at all levels spawned program after program designed to cure or prevent urban ills. Some have succeeded, others failed, but almost all have suffered from the absence of systematic and objective evaluation by persons not directly responsible for their operation. Without doubt, closer attention to evaluation would have prevented the failure of some programs, documented why some failed and

thereby helped prevent the duplication of mistakes. Evaluation can record the reasons for success or failure and add this to the general body of knowledge for others to use.

A university with its neutral posture, and tradition of independent inquiry, can be ideally suited to the task of evaluation. The Institute will build into its service program a capability for program and project evaluation which can draw on Institute staff, UT Arlington faculty specialists, and specialists from other components of the UT System.

Staffing Applied Research and Service Programs

The separate description of applied research and service programs presented above was not meant to suggest that separate groups of the Institute's staff members would be associated with each program. This mode of presentation was used to be explicit about what kind of work is intended and as a matter of convenience of format. The staffing pattern intended is more a matter of having a permanent "core" staff of professionals and supporting personnel in the research and service division who perform in different roles at different times, but with the possibility of a few emphasizing a researcher role, trainer role, or evaluation role when their particular talents make this appropriate. Another basic factor in building the permanent "core" staff is the principle that the Institute will concentrate on assembling a few more senior persons from several disciplines who are "general purpose" in the sense that they will be adept at planning, negotiating, and relating to individuals and groups outside the university. As different projects and groups of activities are phased in and out, with special funding arrangements and staff requirements, different combinations of permanent and temporary staff will be used. In

other words, the permanent "core" staff are expected to be the "movers and shakers," capable of performing without close supervision and with wide personal initiative in project generation, management, and completion. Typically staff members will come from the disciplines and fields of economics, government and public administration, sociology, and systems analysis with some from the "hard sciences." There should be flexible arrangements for having access to a host of specialists and technicians in engineering, law, natural sciences, math and statistics, and health sciences as well as from the social sciences.

For planning in terms of the permanent "core" staff for urban research and services, leaving aside the staff of varying size and composition supported by special project funds, the Institute should have six positions beginning in September, 1971. Additional positions should be added each year through September, 1975, at which time there would be a total of 12 positions for professional personnel.

Current Program Status

With the exception of training activities, demonstration projects, and evaluation services, a beginning has been made on each of the activities within this program. The Institute has provided advisory assistance upon request in the areas of housing, environmental quality, educational management, public finance, criminal justice administration, and regional planning. A continuing series of publications entitled "Urban Service Notes" has been initiated and several special advisory reports are being prepared. The Institute has begun to undertake some clearinghouse activities and is preparing a catalog of University resources for publication and distribution to local and state officials. Groups of public and private officials have

been convened at the Institute to identify university assistance appropriately related to urban needs and to participate in work sessions directed at specific urban and metropolitan problems.

SUMMARY OF URBAN RESEARCH AND SERVICE PROGRAMS

MULTI-YEAR PROGRAM AND STAFFING CHART

	Program Activities	Staffing	Financing	
1970-71	Continuation of ongoing projects, initiation of planning, and project development in training, demonstration and evaluation areas.	3 core staff members plus part-time assistance from other Institute staff and from other departments	Staff Support	\$42,000 <u>8,000</u>
			Total	\$50,000
1971-72	Addition of staff to undertake training activities and provide competence for other research and service work in criminal justice and health areas.	Previous staff plus addition of 3 core staff members, total of 6	Staff Support	\$106,200 <u>20,000</u>
			Total	\$126,200
1972-73	Development of all planned activities at a minimal level including technology application research and evaluation services.	Previous staff plus addition of one core staff member, total of 7	Staff Support	\$126,200 <u>25,000</u>
			Total	\$151,200
1973-74	Continuation of activities with additional staff depth for improved services.	Previous staff plus addition of two core staff members, total of 9	Staff Support	\$166,200 <u>35,000</u>
			Total	\$201,200
1974-75	Continuation of activities with additional staff depth for improved services.	Previous staff plus addition of one core staff member, total of 10	Staff Support	\$186,200 <u>40,000</u>
			Total	\$226,200
1975-76	Continuation of activities with additional staff depth for improved services.	Previous staff plus addition on two core staff members, total of 12	Staff Support	\$220,200 <u>50,000</u>
			Total	\$270,200

INFORMATION SYSTEM RESEARCH AND DEVELOPMENT

OBJECTIVES

1. ESTABLISH A CENTER FOR RESEARCH RELATED TO CREATION AND OPERATION OF GREAT INFORMATION SYSTEMS WITH EMPHASIS ON STATE GOVERNMENT REGIONAL OPERATING SYSTEMS
2. MAINTAIN CONTINUING TIES AND RELATIONSHIPS WITH PUBLIC AND PRIVATE OFFICIALS AND AGENCIES ENGAGED IN DEVELOPMENT WORK ON STATE GOVERNMENT REGIONAL OPERATING SYSTEMS
3. PROVIDE TECHNICAL ASSISTANCE AND ADVISORY SERVICES CONNECTED WITH GREAT INFORMATION SYSTEM DEVELOPMENT WITH EMPHASIS ON ORGANIZATIONAL AND INSTITUTIONAL PROBLEMS AND INTER-GOVERNMENTAL RELATIONS ASPECTS OF INFORMATION SYSTEM DEVELOPMENT

INFORMATION SYSTEM RESEARCH AND DEVELOPMENT

BY OTHER PARTS OF THE BUREAU AND RELATED DEPARTMENTS AND STAFF AS WELL AS BY OTHER AGENCIES AND BY THE UT SYSTEM

General Description of the Program

There are indications that research and development work connected with information systems will expand considerably in the near future. Much of the activity will be related to programs of the Federal Government. Important concepts of organization and management for information handling and extension of the use of computers are rapidly penetrating governmental operations at all levels. A recent indication that there is about to be a great outpouring of interest and activity in information system research and development may be found in two reports released by the National Academy of Sciences. One report entitled Social and Behavioral Science

INFORMATION SYSTEM RESEARCH AND DEVELOPMENT

Objectives

1. ESTABLISH A CENTER FOR RESEARCH RELATED TO CREATION AND OPERATION OF URBAN INFORMATION SYSTEMS WITH EMPHASIS ON STATE GOVERNMENT-REGIONAL ORIENTED SYSTEMS
2. MAINTAIN CONTINUING TIES AND RELATIONSHIPS WITH PUBLIC AND PRIVATE OFFICIALS AND AGENCIES ENGAGED IN DEVELOPMENT WORK ON STATE GOVERNMENT-REGIONAL INFORMATION SYSTEMS
3. PROVIDE TECHNICAL ASSISTANCE AND ADVISORY SERVICES CONNECTED WITH URBAN INFORMATION SYSTEM DEVELOPMENT WITH EMPHASIS ON ORGANIZATIONAL OR INSTITUTIONAL PROBLEMS AND INTER-GOVERNMENTAL RELATIONS ASPECTS OF INFORMATION SYSTEM DEVELOPMENT
4. SERVE AS RESOURCE STAFF IN INFORMATION SYSTEM MATTERS TO OTHER PARTS OF THE INSTITUTE AND RELATED DEPARTMENTS AND STAFF AT UT ARLINGTON AND IN THE UT SYSTEM

General Description of the Program

There are indications that research and development work connected with information systems will expand tremendously in the near future. Much of the activity will be related to programs of the Federal Government, but new concepts of organization and management for information handling and extension of the use of computers are rapidly penetrating governmental operations at all levels. A recent indication that there is about to be a great burgeoning of interest and activity in information system research and development may be found in two reports released by the National Academy of Sciences. One report entitled Social and Behavioral Science

Considerations stated:

Rational action depends in part on the availability of reliable information and the skills brought to bear in its analysis and use. This era which has been characterized in so many different ways, has also been labeled the age of information, and much has been said about the "information explosion" and the wonders of computer technology for information storage, retrieval, and processing. Contemporary attitudes toward intended social change and techniques for effecting it make the role of information increasingly important, both in planning for action decision and in implementing them. (Publication No. 1728, Washington, D. C., 1969, page 65.)

A second report with the subtitle, Technological Considerations, prepared mainly by persons with backgrounds in engineering and technology, stated the case for urban information system development in the following terms:

A fundamental requirement for effective planning and decision-making at all levels, national, state, and local, is information that is both valid and relevant. To meet this requirement, more research and development must be carried out in the whole domain of urban information services, seeking in particular to determine the basis of input information needed for effective management of urban affairs. (Publication No. 1729, page 15, Washington, D. C. 1969.)

Numerous other publications cite similar expectations and needs on the part

of government at all levels.

The present program of research being conducted by the Institute includes a detailed analysis of criminal justice systems and general regional information systems. In the future, the Institute's program of in-depth research will shift to other functional areas including education, health, natural resources, transportation, and recreation. In addition, other functional areas will become the focus of intensive research efforts as circumstances dictate.

From a different perspective, the Institute emphasis will include a concentration on system linking between levels of government (national-state-regional-local) and between functions at each level. While the Institute concern is not on hardware or data processing, these subjects are relevant in-so-far as they relate to system compatibility and data exchange. The major research emphasis will be on organizational development, system design, inter-governmental relations, and the legal basis of system interface.

Much attention needs to be given to ways and means of making the many different systems compatible or mutually supportive as opposed to being duplicating and isolated in character. A position in the Governor's office has recently been established for the specific purpose of achieving more coordination and more efficient development of information systems at the state level. Since most governmental functions at the state level are inter-related with similar functions at the national, regional, and local levels, this position and resulting State policy will influence information system development at other levels of government. The Institute expects to continue its present role of assisting the Governor's staff through research and advisory services.

The Institute also expects to maintain its present emphasis on North Central Texas as a regional prototype area and to expand its level of assistance and research for the North Central Texas Council of Governments. Effective systems research and development in North Central Texas will provide the expertise and system testing essential for transferring knowledge to other regions of Texas. The Institute expects to eventually establish ties to other regional organizations to provide consultation and research as the need dictates.

Much research and development work should be done on uses and limitations of information systems in government operations and in policy making. The adaptation of modern technology to urban problems and environmental conditions will require extensive exploration in the immediate future. The Institute's role and position in research endeavors should provide an excellent basis for exploratory basic research in addition to applied research and specific consulting duties. This will include examination of administrative and political information requirements, methods for presentation of information system output, analysis and research necessary for on-going operations, controls over access and security.

An educational role will eventually develop for the information systems staff with the continuing need for expertise in processing data, developing statistical bases for decision-making and designing of systems. Previous commitments on the part of colleges and universities have been to computer science and statistics as individual subjects often with little regard to application by the public official in a decision making position. Interest is beginning to develop in universities in instruction related to the communication systems and total data exchange and use capabilities of organizations. As the Institute staff develops in competence, acquires the

literature relevant to modern systems, and becomes knowledgeable of Texas governmental systems, it will be capable of providing graduate instruction in the Institute's urban affairs graduate program for highly advanced students anticipating extensive use of complex data and statistics systems.

Staffing

The Institute's staff now involved substantially full-time in information system research and development consists of only two professional persons, the more senior person with a specialization in state and local government and organization theory within the general area of public administration. This commitment is an exploratory beginning in an area of activity that potentially could grow into a sizeable operation quite rapidly and include persons from a wide variety of disciplines and backgrounds. The staff requirements for a program as outlined above would include individuals from computer science, public administration, etc. A reasonable staff size should start at five beginning in 1971 and increase to seven by 1973-74.

Current Status of Program

The Institute staff has prepared a work plan for its work in regional and state-wide information system development. Working relationships have been established with councils of governments, including the North Central Texas Council of Governments, and with the information system staff of the Division of Planning Coordination, Office of the Governor. Advisory assistance has been provided to the above mentioned groups and research publications dealing with information system development in the areas of law enforcement and criminal justice are in the final stage of preparation. A survey of regional information system development throughout Texas is underway.

SUMMARY OF INFORMATION SYSTEM RESEARCH AND DEVELOPMENT PROGRAMS

MULTI-YEAR PROGRAM AND STAFFING CHART

1970-71
1971-72
1972-73
1973-74
1974-75
1975-76

Program Activities	Staffing	Financing	
Complete work on current on-going projects with attention to state-regional arrangements for the overall coordination of information system development.	1 core staff member plus part-time support from other Institute staff and from other departments	Staff Support	\$ 20,000 <u>5,000</u>
		Total	\$ 25,000
Continue advisory service in law enforcement area. Complete research in education area. Begin research in additional functional areas.	Previous staff plus addition of 4 core staff members, total of 5	Staff Support	\$ 90,000 <u>10,000</u>
		Total	\$ 100,000
Continue advisory service in functional areas where the research is completed. Begin relating work to starting graduate instruction.	Previous staff plus addition of 1 core staff member, total of 6	Staff Support	\$ 108,000 <u>15,000</u>
		Total	\$ 123,000
Continue research and advisory services. Offer graduate instruction in urban affairs graduate program.	Previous staff plus addition of 1 core staff member, total of 7	Staff Support	\$ 126,000 <u>20,000</u>
		Total	\$ 146,000
Continue research and advisory services and graduate instruction. Start systematic research on output of systems functioning.	Previous staff	Staff Support	\$ 126,000 <u>25,000</u>
		Total	\$ 151,000
Continue research, advisory, and instruction programs. Introduce other university agencies to instruction and research potential of systems.	Previous staff	Staff Support	\$ 126,000 <u>25,000</u>
		Total	\$ 151,000

AUXILIARY PROGRAMS

EXTERNAL RELATIONS

Objectives

1. INVOLVE A WIDE RANGE OF INDIVIDUALS AND GROUPS IN THE DEVELOPMENT OF THE INSTITUTE OF URBAN STUDIES THROUGH ACTIVE USE OF ADVISORY COMMITTEES
2. ASSURE COORDINATION OF THE INSTITUTE'S ACTIVITIES WITH THOSE OF OTHER RELATED ORGANIZATIONS AND INDIVIDUALS
3. ENCOURAGE THE PARTICIPATION OF UNIVERSITY FACULTY AND STAFF OUTSIDE THE INSTITUTE IN URBAN ORIENTED TEACHING, RESEARCH, AND SERVICE PROGRAMS
4. ENRICH THE PROGRAMS OF THE INSTITUTE BY RECOGNIZING OUTSTANDING PUBLIC SERVANTS AND COMMUNITY LEADERS AND ENCOURAGING THEIR PARTICIPATION IN INSTITUTE PROGRAMS
5. COOPERATE WITH VARIOUS PROFESSIONAL ASSOCIATIONS INTERESTED IN URBAN AFFAIRS
6. ENGAGE IN INFORMATION AND PRESS ACTIVITIES THROUGH COORDINATED ARRANGEMENTS WITH THE UNIVERSITY INFORMATION OFFICE

General Description of Program

The Institute of Urban Studies has been given a mission that involves extensive relations with individuals and groups outside the academic community as well as close cooperation and joint operations with university faculty and staff. In developing and implementing its major substantive programs, the Institute will seek the advice and involvement of public officials and community leaders as well as university faculty and staff. Numerous activities will be undertaken to assure that the Institute develops with the guidance of those who should benefit from, and be involved in, its

programs.

Advisory Committees

The Institute will use several advisory committees to assist in program development and implementation. Subject to normal University procedures on the appointment and continuation of advisory committees, the following formal advisory groups will assist the Institute (asterick indicates those committees already officially established):

1. The University of Texas System Advisory Committee*
2. Joint Planning Committee with The University of Houston Institute of Urban Studies*
3. The University of Texas at Arlington Advisory Committee*
4. The Institute Development Council

The latter committee has been orally authorized but its activation delayed until UT System officials give further consideration to the larger question of advisory and development groups for the entire University. This council will consist of knowledgeable citizens and officials who can give friendly support and constructive criticism to the Institute as it attempts to serve urban Texas.

In addition to these formal committees, ad hoc groups will be convened from time to time to assist the Institute.

Faculty Associates and Institute Fellows

A policy of flexibility should prevail in allowing members of the staffs of other departments at UT Arlington and other component units of the System to have joint appointments on a temporary or part-time basis in the Institute. The reverse practice should be freely allowed so that

Institute staff members could serve in other departments on a part-time or temporary basis. These practices will go a long way toward relating the Institute to other departments with mutual interests. A formal designation as "Faculty Associates" might be provided for staff members from other departments temporarily or on a part-time basis serving on the Institute staff or cooperating on Institute projects. When teaching is involved, joint appointments with appropriate academic titles are desirable. The Institute should recognize outstanding public officials and community leaders with a contribution to make to its programs. A formal designation such as "Institute Fellows" should be adopted to serve this purpose.

Press Relations

Working through and with the Public Information Office of the University, the Institute will develop procedures whereby the working press has access to its findings and recommendations and information on its activities. This posture is especially important because of the Institute's statutory charge to "conduct basic and applied research into urban problems and public policy and make available the results of this research to private groups, public bodies, and public officials."

Cooperation with Professional Associations

Numerous professional associations such as the International City Management Association, the American Institute of Planners, The American Society of Public Administration, and the National Association of Re-development Officials have common interests with the Institute. The Institute will develop working relations with the local and state chapters of such organizations and with their national officials where appropriate.

It is anticipated that these working relations will not only improve the ability of the Institute to conduct timely and useful research and service projects, but will be of special importance in locating potential students and placing graduates in internship and career positions.

In November, 1969, directors and representatives of centers or institutes of urban studies met in Boston and formed the University Council of Institutes for Urban Affairs. This new national professional association will have institute and individual members from universities throughout the United States and some foreign countries. Dr. Edward Overman, Director of the Institute of Urban Studies, was elected to the Interim Governing Board and Secretary-Treasurer of the Council. This role will provide the Institute with rich opportunities to establish relationships with similar organizations elsewhere.

INTERNAL MANAGEMENT AND SUPPORT

INTERNAL MANAGEMENT AND SUPPORT

Objectives

1. ASSURE THE EFFECTIVE AND FULL DEVELOPMENT OF INSTITUTE STAFF CAPABILITIES
2. PROVIDE ADEQUATE PHYSICAL FACILITIES FOR COMPLETE DEVELOPMENT OF THE INSTITUTE'S PROGRAMS
3. ESTABLISH ADMINISTRATIVE ARRANGEMENTS FOR ACCESS TO AND DEVELOPMENT OF UT ARLINGTON'S LIBRARY SERVICES IN URBAN AFFAIRS
4. DEVELOP AN INSTITUTE CAPABILITY FOR ARRANGING THE PREPARATION AND DISTRIBUTION OF ITS PUBLICATIONS
5. PERFECT A CONTINUING PLANNING AND BUDGETARY PROCESS WITHIN THE INSTITUTE IN ORDER TO PRESENT OFFICIALS OF THE UNIVERSITY WITH THE NECESSARY FACTS UPON WHICH TO BASE THEIR DECISIONS CONCERNING THE INSTITUTE'S DEVELOPMENT

General Description of Program

The successful functioning of the Institute's teaching, research, and service programs is dependent upon careful internal management and the provision of adequate support services. Many of these services are provided by the University's staff offices, others must be developed within the Institute. This auxiliary program is set forth separately to emphasize the Institute's determination to meet fully its responsibilities to its employees, the University administration, and those outside organizations with which it enters into agreements and contracts.

Staff Development

Consistent with the personnel policies of the University of Texas,

the Institute will pursue a series of activities designed to allow each of its employees the opportunity to develop his capabilities and skills to the highest level obtainable. The Institute will establish a regular procedure for discussing with each staff member his professional development. Attention will be given to both the Institute's needs and the individual's concepts of activities he should pursue to develop his full potential. The Institute will encourage additional education and in-service training for staff and employees.

Physical Facilities

The Institute will seek facilities adequate to allow the continued development of quality teaching, research and service programs. The following summary illustrates the Institute's space requirements to develop its full range of activities between now and 1976.

	<u>Currently Assigned</u>	<u>Immediate Need</u>	<u>Future Need</u>
Private Offices	6	12	20
Semi-private Offices	2	2	10
Conference Room	1	1	1
Seminar Room	0	1	2
Teaching Laboratory	0	1	1
Research/Service Laboratory	0	1	1
Room for Graduate Student Carrels	0	1	1
Spaces for Secretaries	5	6	10
Storage Rooms	1	2	3

In addition to the space officially assigned to the Institute, a substantial expansion of computer facilities at UT Arlington will be a pre-

requisite to full development of the teaching, research, and service programs of the Institute.

Library Services

The current policy of providing library services to the Institute through a Special Service Librarian in the University's main library should be continued. The management of an urban affairs collection, the placement of the collection in a room for student and staff use, and the provision of liason services should be continued under the guidance of the Special Service Librarian. The physical placement of the Institute in Cooper Center on the north edge of the campus, some distance from the library, makes these services even more indispensable than in the past. With inauguration of the new graduate program in urban affairs, new demands will be placed on the library collection and staff.

General Administrative Procedures

Within the framework of policy and procedure provided by State law and the rules and regulations of the University, the Institute will develop operating procedures necessary to assure the efficient and effective provision of support services such as typing, purchasing services, and personnel services.

Publication Services

The Institute will develop the ability and procedures necessary to assist its individual teaching, research, and service staff members in the typing, editing, reproduction, and distribution of printed materials. The printing and reproduction facilities of The University of Texas at Arlington will be utilized to the fullest extent possible.

Planning and Budgeting

Planning and budgeting are essential continuing activities of an organization such as the Institute. Attention to these two inter-related activities not only assures that more accurate and complete data will be available for University officials as they make program and budgetary decisions concerning the Institute, but also that the Institute will do a better job of managing the program responsibilities and the resources provided. Continuation of planning activities similar to those that produced this document and attention to budget management and preparation will be a major part of the management process of the Institute.

CONSOLIDATED FUNDING ESTIMATES

The consolidated funding estimates presented below for all Institute programs represent the best judgement of the Institute staff as to the amounts necessary to carry out the missions given the Institute by the Texas legislature (see summary of Institute enabling legislation) and by the officials of the University. During the course of regular budget procedures and revision of this plan, the funding estimates will be refined and revised. Estimates for the final years of the six year planning period will especially need re-examination from year to year.

The Institute staff believes these funding estimates to be modest in terms of the mission given the Institute. They were certainly modest when compared with the \$71.5 million appropriated in fiscal year 1968-69 for agricultural research. The population figures, per capita appropriations for agricultural research and extension in 1968-69 amount to \$1.00 per capita for each rural resident of the State. These figures do not include educational degree programs directly related to rural life. Funding for such degree programs has been substantial.

It is the hope of the Institute staff that similar commitments can be given to research, teaching, and service directly related to the quality of urban life in Texas.

For the current planning (September 1, 1969-August 31, 1971) the Institute requested a total of \$345,000 for the first year and \$420,000 for the second year. These amounts were approved by university authorities and forwarded to the Governor and State legislators with other university requests.

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The Institute staff believes these funding estimates to be modest in terms of the mission given the Institute. They are certainly modest when compared with the \$21.5 million appropriated in fiscal year 1968-69 for agricultural research and extension. Using 1960 population figures, per capita appropriations for agricultural research and extension in 1968-69 amounted to \$9.00 per capita for each rural resident of the State. These dollar amounts do not include educational degree programs directly related to rural affairs; financing for such degree programs has been substantial.

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For the current biennium (September 1, 1969-August 31, 1971) the Institute requested a total of \$346,000 for the first year and \$420,000 for the second year. These amounts were approved by university authorities and forwarded to the Governor and State Legislature with other university requests.

CONSOLIDATED FUNDING ESTIMATES FOR

ALL INSTITUTE PROGRAMS

<u>Year</u>	<u>Total for Graduate Instruction and Research</u>	<u>Total for Urban Research and Service</u>	<u>Total for Information System Research & Development</u>	<u>Total All Programs</u>
1. 1970-1971	\$ 75,000	\$ 50,000	\$ 25,000	\$ 150,000
2. 1971-1972	130,000	126,200	100,000	356,200
3. 1972-1973	164,000	151,200	123,000	438,200
4. 1973-1974	198,000	201,200	146,000	545,200
5. 1974-1975	232,000	226,200	151,000	609,200
6. 1975-1976	266,000	270,200	151,000	687,200

SUMMARY OF INSTITUTE OF URBAN STUDIES ENABLING LEGISLATION

The Institute of Urban Studies was established pursuant to S.B. 464, Sixty-six Texas Legislature, Regular Session, 1967. This Enabling Act provides that:

- I. The Board of Regents of The University of Texas System shall establish and maintain an institute of urban studies in the Dallas-Fort Worth metropolitan area.
- II. The Institute of Urban Studies shall conduct basic and applied research into urban problems and public policy

SUMMARY OF INSTITUTE OF URBAN STUDIES ENABLING LEGISLATION

- III. General advisory services concerning urban problems and their solution may be offered by the Institute.
- IV. The Institute may offer instructional and training programs for those who are working in or expect to make careers in the urban public service.

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The Institute of Urban Studies was established pursuant to S.B. 464, Sixtieth Texas Legislature, Regular Session, 1967. This Enabling Act provides that:

- I. The Board of Regents of The University of Texas System shall establish and maintain an institute of urban studies in the Dallas-Fort Worth metropolitan area.
- II. The Institute of Urban Studies shall conduct basic and applied research into urban problems and public policy and make available the results of this research to private groups, public bodies, and public officials.
- III. General advisory services concerning urban problems and their solution may be offered by the Institute.
- IV. The Institute may offer instructional and training programs for those who are working in or expect to make careers in the urban public service.