

Board of Regents, State of Iowa

REQUEST TO IMPLEMENT A NEW BACCALAUREATE, MASTERS, DOCTORAL OR FIRST PROFESSIONAL DEGREE PROGRAM

THE PURPOSE OF ACADEMIC PROGRAM PLANNING: Planning a new academic degree program provides an opportunity for a Regent University to demonstrate need and demand as well as the university's ability to offer a quality program that is not unnecessarily duplicative of other similar programs offered by colleges and universities in Iowa.

Institution: **Iowa State University**

Departments involved: Architecture
 Art and Design
 Community and Regional Planning
 Graphic Design
 Interior Design
 Landscape Architecture

CIP Discipline Specialty Title: City/Urban, Community and Regional Planning
 Environmental Design/Architecture

CIP Discipline Specialty Number (six digits): 04.0301, 04.0401

Level: **Master**

Title of Proposed Program: Master of Urban Design

Degree Abbreviation (e.g., Minor, B.S., B.A., M.A.): M.U.D.

Approximate date to establish degree: Month August Year 2012

Contact person(s): (name, telephone, and e-mail)

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Please provide the following information (use additional pages as needed).

1. Describe the proposed new degree program, including the following:
 - a. A brief description of the program and a statement of objectives including the student learning outcomes and how the learning outcomes will be assessed;

The Master in Urban Design program (MUD) is an advanced, interdisciplinary program of study for graduate students with previous degrees in architecture, landscape architecture, and city planning or the equivalent in professional design experience. Through a 3-semester (summer, fall, spring), 36 graduate credit workshop focused course of study, students engage directly in a community of inquiry, learning, and practice to examine contemporary challenges facing

urbanized regions. Students learn to work across boundaries and scales using the process of design to make sense of human settlements and the complex systems that shape them, creating more adaptable, flexible, and ecologically sustainable urban places within the dynamic context of an ever changing world.

Key Learning outcomes:

Gain awareness of professional knowledge and integration of new practices, technologies and methods of urban planning and design.

Learn the ability to engage in advanced thinking skills integrating concepts, ideas and approaches in a team-based, interdisciplinary design process.

Acquire new knowledge and skills in urban design that support professional leadership in the development of research and design work focused on local and global issues facing the contemporary city.

Assessment:

The nature of studio pedagogy results in constant observation and evaluation of student work (outcomes) by a broad sector of the faculty and visiting professionals via public reviews and exhibitions of that work. Students consistently are involved in assessment of their learning through reflection and self-critique of this same work. As such, the assessment of student outcomes is an extension of the studio pedagogy of the college. Assessment that occurs in concert with strategic planning and catalog revisions and by departmental advisory boards provides additional layers of informal review to stimulate positive change.

For this new degree program additional and specially targeted assessment strategies will be developed. Students learning will be assessed through a combination of 4 different methods:

- 1. The College of Design student course evaluation system with a supplementary set of questions that target this new degree program more specifically. The standard set of questions will be used along with the supplementary set developed by the program director and associated faculty.*
- 2. A student entry/exit survey instrument developed by the College.*
- 3. A faculty review at the end of every semester. This review will include a survey and formal discussion of student work coordinated by the program director and including all program faculty. Documentation of this review will include a record of student work along with comments, discussion, and recommendations for program modification.*
- 4. An alumni survey instrument that will be developed to track students in the work place at least 2 and 6 six years after graduation. This survey will assess and analyze employment statistics, professional accomplishments, and significant contributions to the field such as publications, realized projects and public recognition.*

The program director and faculty, under the leadership of the Associate Dean for Academic Programs, will review the data from all methods comprehensively every 2 years and make formal recommendations for modifications to courses and curriculum.

Curriculum Outline

Summer

Foundation of Urban Design Media Workshop (3 cr)
 Foundation of Urban Design Theory Workshop (3 cr)
 Foundation of Urban Design Method Workshop (3 cr)

Fall

Urban Design Studio I (6 cr)
 Theory of Urban Design (3 cr)
 History of Urban Form (3 cr)
 Elective (3cr)

Spring

Urban Design Studio II (6 cr)
 Methodologies of Urban Design (3 cr)
 Elective (3 cr)

- b. The relationship of the proposed new program to the institutional mission and how the program fits into the institution's, college's, and department/program's strategic plan;

Urban design is increasingly becoming a design field that can mediate between individual architectural and landscape projects and overall planning strategies. It is both a research and practice based field seeking new ways and new technologies to help cities develop in more sustainable ways. The College of Design has a long tradition in design-based research and outreach and a Master of Urban Design degree supports the college's mission of interdisciplinary research and scholarship while providing a resource for the university, the community and the state. In addition, the College of Design's current 2010-2015 Strategic Plan focuses on the continuing development of both graduate programs and faculty research. Retention of a research-based master's degree program in Urban Design is critical to the college reaching its goals. The proposed master's degree advances the more recent amendments to the College of Design's basic strategic plan and the following emerging themes:

- *A refreshed dedication to **graduate education and advanced study** within the college.*
- *Increased support for faculty.*
- *A commitment to **diversity** as a defining characteristic of the collegiate community.*
- *A continued preoccupation with the **development of interlocking centers of interest** within its pedagogy and intellectual pursuits.*
- *A development of **global venues for the extension of our academic community.***

The Master's of Urban Design is also directly related to the content and structure of the 2010-2015 Iowa State University Plan, entitled "Meeting the Challenges of the 21st Century. Therefore, in support of the larger university mission and vision, and in furtherance of its own founding charter, this proposed degree has adopted the following aspirations:

- *To **create** distinguished urban design scholarship by promoting discovery and innovation within its cross-disciplinary concentration and advanced study.*
- *To **share** the urban design scholarship and practice to enhance the learning opportunities for the university community, professional constituencies, alumni and consumers of design everywhere.*
- *To **apply** urban design knowledge with its many constituents, enriching the intellectual environment of the university community, and improving the visual and experiential environment of state, national and global communities by addressing the interwoven issues of social and economic development, environmental stewardship, community design, preservation and growth.*

For information about interdisciplinary program administration see attached excerpt of the proposed structure of the College of Design, pending approval in Spring 2012.

- c. The relationship of the proposed new program to other existing programs at the institution; describe how the proposed program will enhance other programs at the university.

The M.U.D. program draws strongly on the College of Design's architecture, landscape architecture, and planning faculty research and teaching expertise and intellectual ethos as demonstrated in current studio and seminar offering. The positioning of the M.U.D. as a college research-based degree for students with an undergraduate design degree should aid in the development of increased interdisciplinary study and other proposed master degree in the College of Design currently being discussed. The M.U.D. is a logical next step, reflecting the increasing interdisciplinary focus of the design fields and design practice. A M.U.D. would be appealing to professionals in the design disciplines who have a singular, accredited bachelor's degree in one discipline, as they could use their existing knowledge to leapfrog into advanced study in a related field. The M.U.D. program supplements related disciplinary courses across the University in departments such as History, Environmental Studies, Horticulture, Natural Resource Ecology and Management, Political Science and Sociology (a list of course is provided as supplemental material).

- d. The relationship of the proposed new program to existing programs at other colleges and universities in Iowa, including how the proposed program is different or has a different emphasis than the existing programs; and

The Urban and Regional Planning program at the University of Iowa has been offering graduate education in urban and regional planning. Its areas of concentration include: economic development; geographic information systems (GIS); land use and environmental planning; housing and community

development; and transportation. Its focus is a regional scale and on planning, and specifically analytical urban planning, public policy, and sustainability.

The proposed Masters of Urban Design degree seeks to integrate the design process into the framework and understanding of global and local urban environments in order to create more sustainable and healthy cities.

- e. Special features or conditions that make the institution a desirable, unique, or appropriate place to initiate such a degree program.

The new degree program combines academic and professional experience and expertise of faculty from the Architecture, Art and Design, Community Regional Planning, Graphic Design, Interior Design and Landscape Architecture in the College of Design (a list of current course offerings for the above programs is included as supplemental information). Each of these nationally recognized programs have numerous graduates employed throughout the United States and the world. The proposed Masters of Urban Design degree program is desirable because of the global employment of Iowa State University alumni and the fact that the Architecture and Landscape Architecture Programs are unique professional program offerings among all public and private institutions in the State of Iowa.

- f. Does the proposing institution have personnel, facilities, and equipment adequate to establish and maintain a high quality program?

The College of Design has facilities and personnel resources required to establish the proposed Masters of Urban Design degree program. Course content does exist in many of the existing academic programs and can be utilized in the new degree program as elective offerings. New courses will need to be developed incorporating current faculty expertise and research as well as consulting with professional practitioners in the expanding area of urban design as well as in the areas of architecture, landscape architecture and community regional planning.

- g. How does student demand for the proposed program justify its development?

The Masters of Urban Design degree has been developed to draw from designers with a professional design degree, such as, architects, landscape architects, graphic designers, artists, and interior designers, who wish to specialize in a more intellectual/interdisciplinary oriented aspect of urban design. The emerging role of transdisciplinary design is likely to provide a wide audience from a variety of backgrounds for the Master of Urban Design degree.

2. Describe the state and/or national workforce need and/or demand for graduates of the proposed program currently and in the near future (provide documentation about the sources of data used to estimate need and demand.)

We anticipate demand to remain steady or grow, based on predictions by government sources. According to the U.S. Department of Labor Bureau of Labor Statistics, in their Occupational Outlook Handbook, 2010-11 Edition, employment of urban designers will increase at approximately 19 percent over the next decade, between 2008 and 2018. This rate is slightly higher than for architects, whose employment is projected to increase at about 16% and is slightly lower than for landscape architects, whose employment is projected to increase at about 20% (<ftp://ftp.bls.gov/pub/special.requests/ep/ind->

occ.matrix/occ_pdf/occ_17-1012.pdf; and /occ_17-1011.pdf). Report also notes that this rate of growth is faster than the average rate of growth for all occupations. The rate at which cities grow is increasing, and recent press has profiled the urban design profession as a sustainable approach to design, which may increase its appeal to students seeking degree programs. For example, the December 2009 issue of U.S. News and World Report ranked urban design as one of the fifty best careers in 2010 offering strong outlook and high satisfaction in both the private and public sectors.

3. List all other public and private institutions of higher education in Iowa currently operating programs similar to the proposed new degree program. (For comparison purposes, use a broad definitional framework, e.g., such identification should not be limited to programs with the same title, the same degree designation, having the same curriculum emphasis, or purporting to meet exactly the same needs as the proposed program.)

If the same or similar program exists at another public or private institution of higher education in Iowa, respond to the following questions:

- Could the other institution reasonably accommodate the need for the new program through expansion? Through collaboration?
- With what representatives of these programs has there been consultation in developing the program proposal? Provide a summary of the response of each institution consulted.
- Has the possibility of an inter-institutional program or other cooperative effort been explored? What are the results of this study? (Consider not only the possibility of a formally established inter-institutional program, but also how special resources at other institutions might be used on a cooperative basis in implementing the proposed program solely at the requesting institution.)

No other urban design programs exist in the state of Iowa.

4. Estimate the number of majors and non-majors students that are projected to be enrolled in the program during the first seven years of the program.
- Undergraduate

Undergraduate	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7
Majors							
Non-Majors							

- Graduate

Graduate	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7
Majors	4	8	12	16	16	16	16
Non-Majors							

- What are the anticipated sources of these students?

We anticipate three primary sources for the proposed Master of Urban Design degree: 1) Current undergraduate students in design programs who want to target their career paths toward urban design, 2) Undergraduate students at

other institutions who are interested in a more specialized study in urban design, 3) Mid-career professionals with a design degree who are looking to transition from their current design practice, such as architecture, graphic design, interior design, or landscape architecture, to urban design.

5. If there are plans to offer the program away from the campus, briefly describe these plans, including potential sites and possible methods of delivery instruction.

The Rome program. *The Rome program is the College of Design's flagship international program — the only fully-licensed study-abroad program in the Iowa regents' university system. The urban setting of the studio and its proximity to other major European academic centers that engage contemporary urban design issues make this program viable for offering students active discourse and hands-on projects confronting the exploding metropolis. The summer program led by the landscape architecture department, in particular, has offered an intense two-month urban design studio and supplementary urban theory class. This program can expand and further develop to accommodate the proposed master program.*

Summer Academy Berlin. *In collaboration with faculty and students from Germany and other U.S. architecture programs, the Summer Academy Berlin explores the possibility of designing sustainable urban environments. Because of construction needs after the reunification of Germany, Berlin has become a field laboratory for energy-efficient design in many new residential, commercial and government buildings. This intense design program, which is held in collaboration with the Polytechnic Berlin, investigates technical requirements and architectural opportunities.*

There is also opportunity to collaborate with universities in China, Mexico and Turkey where Iowa State University and the College of Design have student exchange programs and agreements. We are not sure the outcome of this collaboration, however, we as a committee feel that given today's use of technology and global issues facing design and cities, the opportunity to collaborate with these universities is desirable and appropriate for the proposed degree program.

6. Has the proposed program been reviewed and approved by the appropriate campus committees and authorities? List them:

- College of Design's Academic Affairs Council*
- College of Design Faculty*
- Dean of the College of Design*
- Graduate College Curriculum Committee*
- Faculty Senate Curriculum Committee*
- Faculty Academic Affairs Council*
- Faculty Senate*
- Office of the Provost*
- Office of the President*

7. List date the program proposal was submitted to the Iowa Coordinating Council for Post High School Education (ICCPHSE) and the results of listserv review. (THIS WILL BE FILLED IN BY THE PROVOST OFFICE.)

8. Will the proposed program apply for accreditation? When?

No.

9. Will articulation agreements be developed for the proposed program? With whom?
10. Describe the faculty, facilities, and equipment that will be required for the proposed program.

Given the number of courses in this curriculum that already exist, and the interdisciplinary nature of the proposed Masters of Urban Design degree program allows us to draw from the full range of expertise in design that already exists within the College of Design. This includes professors and lecturers with years of academic scholarship and active research in the areas of architecture, planning, landscape architecture, as well as industrial, graphic, and interior design, digital media and the studio arts. In addition, the participating faculty will include those with expertise in design history and criticism. The participating professors from the College of Design have a long tradition of working with students outside of their design disciplines, so they will be ideally qualified for the interdisciplinary students and program emphasis.

Facilities within the College of Design can accommodate both studio and seminar learning experiences; the college offers state-of-the-art technology, model shop, gallery exhibitions, the Design Reading Room, and a comprehensive Visual Resource Collection, which is constantly expanding. In addition to the on-campus facilities, the College of Design maintains a teaching facility in Rome, which is available for short term workshops.

11. From where will the financial resources for the proposed program come (list all that apply, e.g., department reallocation, college reallocation, grants, new to the university)?

SOURCES	TOTAL AMOUNT
Tuition Revenue	\$169,308

12. Estimate the total costs/total new costs (incremental increases each year in expenditures) that will be necessary for the next seven years as a result of the new program:

	TOTAL COSTS	TOTAL NEW COSTS
Year 1	\$109,000	\$109,000
Year 2	\$129,000	\$20,000
Year 3	\$129,000	\$0
Year 4	\$129,000	\$0
Year 5	\$129,000	\$0
Year 6	\$129,000	\$0
Year 7	129,000	\$0

**Supplemental materials
(to be used at Iowa State University in the review of the proposal):**

13. Program requirements, including:
a. prerequisites for prospective students;

Admission to the Graduate College, Iowa State University

A professional degree in one of the following disciplines: architecture, community regional planning, landscape architecture, engineering

Admission essay that is trans-disciplinary in nature and scope; to be reviewed by program committee

Significant undergraduate coursework or experience in a foundational area, such as, history-theory, design, ecology; hydrology; community design, perception and behavior; planning policy and decision making.

- b. language requirements;

*English fluency (TOEFL required).
Second language skills desirable but not required.*

- c. courses and seminars presently available for credit toward the program;

See appended list of college and university courses

- d. proposed new courses or modifications of existing courses;

Summer term

Foundation of Urban Design Workshops (9 credits)

The Urban Design Foundation Workshop is an intense module workshop intended to introduce necessary skills and base of knowledge to carry students through their studies in the M.U.D. program. The workshop is organized using 3 modules at 3 weeks each focused on media, theory, and methods.

Foundation of Urban Design Media Workshop (3 credits)

Utilizing various digital and analog methods for representing the urban environment, this course explores a range of graphic techniques and analytical methods used in urban design and related design methodology

Foundation of Urban Design Theory Workshop (3 credits)

This course introduces different theoretical approaches to urban design, using both historical and contemporary examples such as public space, policy and regulations, and environmental issues and concerns.

Foundation of Urban Design Method Workshop (3 credits)

This course serves as a workshop to introduce research, analysis and topics related to urban design methodologies. Students focus on a range of issues in the study of urban design and develop an understanding of research as it relates to the field.

Fall Term

Urban Design Studio I (6 credits)

This course combines analysis and observation of urban morphology and culture with urban design projects set in local cities of the United States. Its goal is to provide students with the skills to observe and interpret urbanism as they develop processes for designing cities concerned for both physical form, ecological principles and human activity. The studio also seeks to enable designers to communicate their ideas through different scales, graphic and verbal means, to understand compelling outcomes of the urban design process. Students look at the city, the district and the neighborhood scale and examine the importance of place making in an urban setting.

Theory of Urban Design (3 credits)

The purpose of this course is to critically evaluate the beliefs and practices of urban design including the relation of the built environment to the natural environment, the use and meaning of public places, and the relation of technology to land use and community. Students explore what past generations have written about the design of cities and compare the new challenges written about the contemporary city of this generation. Key to interpreting urban theory is an understanding of how different philosophies shape form, configuration and distribution of uses. Topics include historical moments and movements in urban design, modern planning and design, contemporary urban design practice and future urban theory and methodologies.

History of Urban Form (3 credits)

The course offers a study of the historical development of the physical form of western cities from ancient times to the present. The course examines European and North American cities under the following themes: Ancient and Classic, Medieval, Renaissance and Baroque, and Modern (nineteenth and twentieth centuries). The course will include where possible and applicable an examination of cities in Asia, Africa and Latin America.

Spring Term

Urban Design Studio II (6 credits)

This studio focuses on one or two projects related to emergent urban zones such as, economic, tourism, informal settlements, hidden enclaves, and post-industrial zones as they relate to the global city. The studio is coordinated with the seminar, Methodologies in Urban Design, where research subjects and term products are related to the studio's projects. Students complete the studio with the aptitude to design projects and to create the implementation strategies and reports to defend their designs.

Methodologies of Urban Design (3 credits)

This seminar focuses on professional and research techniques in the practice of urban design. Students will examine case study examples and research contemporary urban design topics. The emphasis on professional techniques involves examining issues related to communication, representation, roles of the designer, the design process and ethics. The course will examine research methods associated with measuring, analyzing and guiding design in urban contexts such as environmental behavior and psychology, morphology, design regulation and policy.

- e. thesis and non-thesis options in master's programs;

The M.U.D. degree is a coursework only program of study.

- f. implications for related areas within the university;

There would be considerable benefits to the College of Design academic programs in terms of enrollment and interdisciplinary discourse. Anticipated coursework could also provide university graduate courses for other graduate colleges.

- g. admissions standards for graduate programs

Admission to the Graduate College, Iowa State University

A Professional degree in one of the following disciplines: architecture (BArch) community regional planning (BCRP), landscape architecture (BLA), and other equivalent professional degrees.

14. Attach to the program proposal memos from the department chair(s), the college dean(s), and other appropriate persons, agreeing to the allocation of new resources and/or the reallocation of resources as described in the Regents questions *Attached.*
15. Attach to the program proposal, letters of support, recommendations, and statements when appropriate:
- a. from programs at the other Regents universities
 - b. from programs and departments at ISU which are associated with the proposed program or have an interest in the proposed program

Curriculum Outline

General Information:

3 term post-professional degree offered to students with a professional design degree in architecture, community regional planning, graphic design, interior design, landscape architecture and studio arts.

Summer Term	Credit Hours
Urban Design Modules	9 total
Foundation in Urban Design Media Workshop	3
Foundation in Urban Design Theory Workshop	3
Foundation in Urban Design Methods Workshop	3
Fall Full Term	Credit Hours
Urban Design Local Studio	6
Theories in Urban Design	3
History of Urban Form	3
Elective	3
Spring Full Term	Credit Hours
Urban Design Global Studio	6
Methodologies of Urban Design	3
Elective	3
Total Graduate Credit Hours	36

A sample list of existing coursework offered at Iowa State University fulfilling Electives requirements:

Civil Engineering

C E 326. Principles of Environmental Engineering.
 C E 451. Urban Transportation Planning Models.
 C E 551. Urban Transportation Planning Models

Classical Studies**Economics**

Econ 376. Rural, Urban and Regional Economics.
 Econ 576. Spatial Economics

Environmental Studies

Env S 381. Environmental Systems I: Introduction to Environmental Systems.
 Env S 404. Global Change
 Env S 460. Controversies in Natural Resource Management.
 Env S 482. Environmental Politics and Policies

Forestry

For 452. Ecosystem Management.

For 475. Urban Forestry.

History

Hist 483. Modern Science and Human Nature

Natural Resource Ecology and Management

NREM 452. Ecosystem Management.

NREM 565. Landscape Change and Conservation.

NREM 572. Landscape Ecology and Natural Resource Management

NREM 585. Natural Resource Policy

Sociology

Soc 411. Social Change in Developing Countries.

Soc 536. Seminar in Community Studies and Development.

Soc 540. Comparative Social Change.

Soc 543. Seminar in Social Change and Development

Soc 549. Sociology of the Environment

Soc 550. Sociology of Economic Life

Transportation

Trans 555. Economic Analysis of Transportation Investments.

Trans 691. Seminar in Transportation Planning.

A sample list of existing coursework offered at Iowa State in the College of Design that could be options for the proposed degree:

Community Regional Planning

CRP 511. Introduction to Community and Regional Planning

CRP 516: Urban Design and Practice (Studio)

CRP 517: Urban Revitalization

CRP 519/ Arch 519: Middle Eastern Cities

CRP 521. Land Use Planning

CRP 529: International Planning

CRP 545 Transportation Policy Planning

CRP 555: Community Economic Development

CRP 584: Sustainable Communities

CRP 591: Environmental Law and Planning

CRP 521: Land Use Planning

CRP 555: Community Economic Development

CRP 561: Planning Theory for Practice

CRP 563: Planning the American Metropolis

CRP 592: Land Use and Development Regulation Law

Architecture

ARCH 529: Spatial Dialectics in the American Midwest

ARCH 558: Sustainability and Green Architecture

ARCH 571: Design for all People

ARCH 575: Contemporary Urban Design Theory

ARCH 581: Service Learning

ARCH 583: Research in Practice

ARCH 595: Seminar on the Built Environment I: History

ARCH 596: Seminar on the Built Environment II: Landscape and Society

ARCH 597: Seminar on the Built Environment III: Theory.

ARCH 598: Seminar on the Built Environment IV: Topical Study

Graphic Design

ArtGr 579: Way finding Design

ArtGr 672: Graphic Design and Human Interaction

Landscape Architecture

LA401: Community Design

LA 402: Urban Design

LA478F/578F: Topical Studies in Landscape Architecture: Urban Design

LA501. Landscape Architectural Theory

LA562. Studio in Resource Conservation and Management

LA565. Landscape Change and Conservation

4. Mission and Name

4.1 Mission. As part of its strategic planning and proposed reorganization, a new mission statement for the College may need to be crafted. While the actual mission will need to be discussed and finalized, the current mission statement should be used as a starting point: *The College of Design cares about the conditions in which humans live, regardless of economic, social, and cultural backgrounds, and strives to improve the quality of life for everyone.*

The current mission statement is attached as Appendix 6.3

4.2 Core Values. Core values in support of that mission include:

- A commitment to the land-grant mission of Iowa State University and to the people of the State of Iowa.
- A sense of academic and professional community that manifests itself every time there is an opportunity.
- Collaboration within and outside the college.
- Appreciation of multiple cultures and diversity.
- Interdisciplinary teaching, research, and outreach.
- Pride in the professional competency of our students and their abilities.

5. Administrative Organization and Implementation

5.1 Description of the College. The reorganization of the College of Design will enhance both its component disciplines and the College as a whole in order to reinforce shared values and aspirations as well as goals for the future. Since the department is the basic administrative unit within the university, this plan reorganizes the College into seven departments:

- Architecture
- Community and Regional Planning
- Graphic Design
- Industrial Design
- Integrated Studio Arts
- Interior Design
- Landscape Architecture

The seven departments will make the College of Design a center of creativity that values collaboration and is engaged with multiple constituencies. It will enhance the capacity and talent of the faculty and focus on core expertise in design, as well as increase recognition by other units across the university that design is critical for their activities. It will enable the College to intensify its focus on research and graduate education and promote itself as a holistic unit. In addition, the departments' collaboration will be encouraged by existing infrastructure, including the King Pavilion, an environment that fosters cross-disciplinary cooperation, as well as resources in the main building.

5.2 Dean's Office

(A diagram of the proposed organizational structure can be found in Appendix 6.4.)

5.3 *Departments.* The College will consist of seven departments:

- Architecture
- Community and Regional Planning
- Graphic Design
- Industrial Design
- Integrated Studio Arts (includes the areas of Integrated Studio Arts, Art History, Biological and Premedical Illustration, and Art Education)
- Interior Design
- Landscape Architecture

The term department is a widely recognized term within the university and beyond and departments are "the basic administrative unit within the university. It includes all staff members engaged in teaching, research, and extension activities related to that particular academic discipline. All members of the faculty are affiliated with at least one academic department. All tenured faculty hold tenure in a department (ISU Faculty Handbook Section 2.5). Thus all members of the faculty in the College of Design will be affiliated with an academic department and the seven departments will be the tenure home(s) for College of Design faculty.

Although the seven departments will collaborate and enrich each other, each department will remain in charge of their curriculum, promotion and tenure, and hiring. The seven departments will also be represented on Academic Affairs, Faculty Development, and Liaison Councils. In addition, according to Article II, Section 5 of the *Faculty Senate Constitution*: "Each department is entitled to one senator elected by the faculty of the department." To that end each department will need to develop a Governance Document that includes information specific to their mission and governance domains, as well as policies and procedures of operation; it should parallel the type of information contained within the College's Governance Document.

While some of the other councils and boards may be eliminated, combined, or restructured, College of Design faculty and students may be best served by partnerships between departments with common interests or "at-large" membership on some decision-making bodies, rather than requiring every department to be represented on all committees as had been the case previously.

Toward that end, the Liaison Council will initiate a Committee-on-Committees to review all college committees and make a recommendation by Spring 2012 to the faculty and staff concerning college committees.

5.4 *Department Chairs.* Each of the seven departments will be directed by a Chair. The Chair will be the chief academic officer of the department and will report to the Dean. The Chair is responsible for leading the overall work of the department in the areas of teaching, research, and service; preparing and administering the departmental budget; and

recommending personnel actions and merit salary recommendations. The Chair will also be responsible for the overall academic supervision of the department's students, as well as recruiting quality faculty and students, facilitating faculty development, developing and implementing quality academic programs, and advancing departmental resources and program quality.

5.5 Faculty. All faculty will hold their academic appointments in departments ("home department"). All matters of tenure and promotion will be decided according to the rules and procedures of the home department. Faculty members also may be identified with an interdisciplinary program. In such cases, the terms of the interdisciplinary appointment and its effect on the faculty member's responsibilities in the home department will be clearly outlined in the faculty member's PRS. The PRS, and any subsequent revisions to it, will be agreed upon by the faculty member, the department chair of their home department, and, when appropriate given the nature of the appointment, the director of the interdisciplinary program with which the faculty member is identified. Any change to the faculty member's responsibilities in their home department or interdisciplinary program will be reflected in a revised PRS. A department chair will be responsible for annual reviews and the promotion and tenure process. However, when the appointment includes participation in an interdisciplinary program, the interdisciplinary program director will be expected to contribute their assessment of faculty performance related to that program to the home department chair.

5.6 Promotion and Tenure Guidelines. In addition, the Liaison Council will request the Faculty Development Council to examine and propose a promotion and tenure process for faculty involved with interdisciplinary programs by Spring 2012. These policies and processes should be similar to and consistent with those processes already established in the departments, the College, and the university. In the meantime current Promotion and Tenure (P&T) policies will remain in place through spring 2018 for faculty already affiliated with the College of Design. Those faculty will have the option to utilize either the former or the newly established criteria during the transition period. Full transition to the new P&T Guidelines will be fully accomplished by Spring 2018. Any new faculty hired by the college after the approval of the reorganization plan will follow the new P&T Guidelines.

5.7 Interdisciplinary Program Directors. There are precedents to inform the organization of multidisciplinary programs at ISU. Most intercollegiate, multidisciplinary programs are administered directly by the Graduate College, have an identified faculty group that is responsible for establishing the curriculum, and have faculty that hold their academic appointments in "home" departments. In the case of these graduate intercollegiate programs, governance is typically by a defined faculty and a faculty chair or director, who typically reports to the Graduate College. The Graduate College's Graduate Council serves in an advisory capacity to the Dean of the Graduate College, approves new graduate programs, and establishes educational policies that govern graduate education throughout the College.

However, it should be noted that the College of Design has a long history of engaging in interdisciplinary programs. Part of our efforts with this reorganization focus on formalizing some of our existing programs (such as the common undergraduate first-year CORE program) and some new degree programs that have previously been administered under the umbrella of Design Studies. Under this organizational arrangement these programs were without standing with regard to hiring, curriculum development, or representation in shared governance. Within this reorganization process efforts have been made to formalize their standing with regard to curriculum development, resource allocation, and shared governance while enhancing their visibility within the College.

Borrowing somewhat from the model used by the university in the graduate college and based upon the College's history and intensions, it is proposed that each interdisciplinary program and degree in the College of Design will have a Director who is responsible for leading the overall work of the program in the areas of teaching, research and service; preparing and administering the program's budget; providing input on faculty hires and student and faculty recruitment; and leading faculty development including faculty reviews. The Director will be the main point of contact for students in the program and those seeking information about the program. Directors will have authority to initiate all transactions necessary to compensate and incentivize departments for their participation in the delivery of the curriculum, and will administer the budget associated with these transactions.

5.8 Interdisciplinary Program and Degrees and Affiliated Faculty. All interdisciplinary programs and degrees will have an identified faculty group that is responsible for establishing, advancing, and implementing the curriculum. The Director, in collaboration with this faculty group, will manage the resources allocated to that program for scholarship and faculty incentives.

5.9 Curriculum Development. The Liaison Council will request that the Academic Affairs Council examine and propose a curriculum review and approval process for interdisciplinary programs by Spring 2012. These policies and processes should be similar to, and consistent with, those already established in the college.

5.10 Policies and Procedures for Interdisciplinary Faculty and Students. The Liaison Council has requested the Design Caucus and the Student Affairs Council review policies and procedures and suggest any additions or modifications that may be necessary to accommodate and protect faculty and students affiliated with interdisciplinary programs by Spring 2012.

5.11 Scholarship, Research, Outreach & Creative Activities. Created in 1993, the Institute for Design Research and Outreach (IDRO) encompasses the research, extension, distance education, and outreach functions of the College of Design, working with outside organizations to address real-world problems and develop initiatives.

Excerpt from "Plan for the Reorganization of Academic Units in the College of Design, Iowa State University" (pending approval in Spring 2012). page 5

The College, with its new administrative structure, will be in a position to enhance its national leadership in all areas of scholarship, research, outreach, and creative activity. IDRO, as well as the efforts of faculty, staff, and students, both individually and in collaboration, will enable the College to continue to focus on scholarship that integrates design with problem solving as well as creative artistic expressions.

The Liaison Council will request the formation of a Review committee that in partnership with IDRO will assess its structure and operations and make recommendations concerning how those might be improved to support the College's research, outreach, and extension activities. The Review committee will also work with IDRO to create a plan for developing the necessary resources and personnel to support research within the College of Design by Fall 2012.

5.12 Governance. The Liaison Council will request the establishment of an ad hoc Governance Committee to examine and draft a new Governance Document for the College by Fall 2012. The governance document describes the college's mission, governance domains, governance structure, and other policies and procedures.

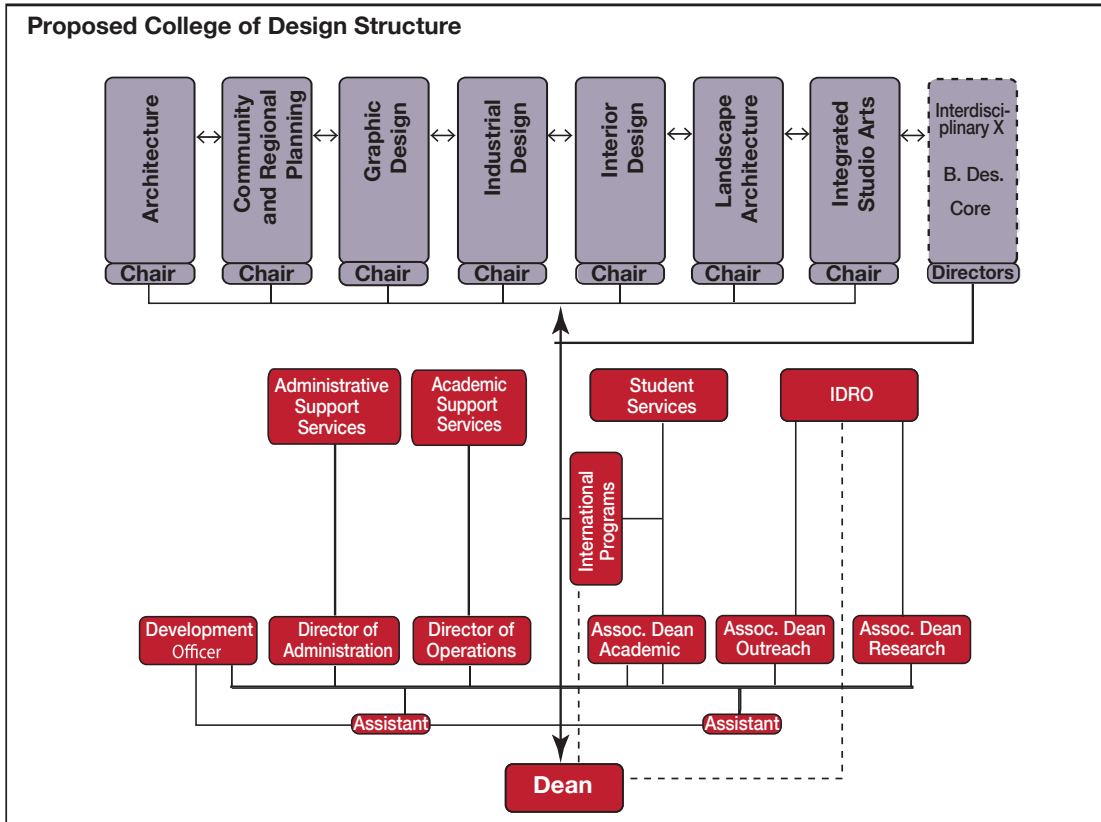
As noted in the discussion above, the issues regarding the implementation of this plan will be addressed by councils and committees established within the College of Design and recommendations shall be brought back to the faculty and staff for a vote. A timeline that denotes these activities can be found in Appendix 6.5.

Lastly, two years after this plan has been implemented in full, it is the intent of the Liaison Council to revisit the results of this reorganization to identify what aspects are working well and to recommend changes in order to improve the structure and administration of the College of Design.

6. Appendices

Appendix 6.1	Interim Organizational Structure Diagram
Appendix 6.2	Liaison Council Planning Committee Membership
Appendix 6.3	College of Design's Current Mission Statement
Appendix 6.4	Proposed Organizational Structure Diagram
Appendix 6.5	Implementation Timeline Chart
Appendix 6.6	List of Degrees offered by the College of Design

Appendix 6.4



IOWA STATE UNIVERSITY

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E-mail isucod@iastate.edu
<http://www.design.iastate.edu>

Memorandum

To: Suzanne Hendrick, Ph.D. Academic Affairs Council Chair

From: Luis Rico-Gutierrez, Dean, College of Design

CC: Carl Rogers, MUD committee chair



Re: Master of Urban Design

Date: Friday, April 8, 2011

It is with great pleasure that I write to you today in support of the new Master of Urban Design. This new degree embodies long-standing interest and strengths of many of our faculty across different disciplines, and brings them together. It responds to a growing need around the globe for a better understanding of the relation between quality of life and the urban condition. Trends show increased interest by potential students in a degree like this, and we are uniquely qualified to serve that growing pool of applicants.

I'm well aware of the resources and responsibilities required for the success of the program and approve the proposal.

Best wishes in your deliberations.

IOWA STATE UNIVERSITY

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To: Carl Rogers, MUD Committee Chair

From: Marwan Ghandour, Associate Dean 

Date: Monday April 4, 2011

Subject: Master of Urban Design degree proposal

The Master of Urban Design degree proposal is part of new interdisciplinary academic initiatives in the College of Design. The degree builds on existing faculty expertise in the College of Design. Courses on urban design are offered in the different professional programs, mainly in Landscape Architecture, Community and Regional Planning and Architecture, in addition to a few in Graphic Design and Integrated Studio Arts. In that sense, the degree consolidates faculty expertise in these programs and help coordinate courses across departments to provide an integrated graduate education on urban design.

Being a post-professional degree, this degree proposal provides an academic opportunity for practicing professionals in architecture, landscape arch., planning and others to update and expand their practice. The possibility of finishing the degree in one calendar year makes it more plausible for such professionals to enroll. Expanding the College of Design offerings for professional practitioners will enlarge and diversify the graduate population in the college and create a stronger interface with the various professions.

Similar to other interdisciplinary degrees proposed by the college, the Master of Urban Design introduces integrated professional practice, i.e. includes multiple professional fields, as a new form of advanced professional education. Moreover, the proposal expands the scope of urban design to include regional and global scales, which will prepare students to understand design practice in relationship to contemporary forces of globalization and integrated world economy. These factors will set the College of Design at Iowa State University apart from other design schools in producing innovative models of integrated urban design practices in the future.

Finally, once implemented, this degree will reinforce areas of academic growth for graduate education in the College of Design by expanding the scope of graduate course offerings for current students and providing new opportunities for applied design research for faculty.

IOWA STATE UNIVERSITY

Department of Community and
Regional Planning
146 College of Design
Ames, Iowa 50011-3095
515 294-8958
FAX 515 294-2348

TO: Marwan Ghandour, Associate Dean for Academic Programs
FROM: Doug Johnston, Professor and Interim Director
DATE: 11 November 2011
SUBJECT: Faculty Approval of Urban Design Masters Degree



At the Department Meeting on October 28, 2011, the faculty of the Department of Community and Regional Planning unanimously voiced its approval of the proposed Urban Design Masters Degree. Support for the degree is based on its consideration of use of existing faculty expertise and courses to build the new program from a foundation of strength and then to add resources as the program grows. With its existing courses and research in Urban Design, Urban Form, City History, Urban Revitalization, Transportation and other topics of critical relevance to complex urban environments faculty in the department of Community and Regional Planning look forward to engaging in the development and implementation of the program.

IOWA STATE UNIVERSITY
OF SCIENCE AND TECHNOLOGY

Department of Art and Design
College of Design
Ames, Iowa 50011-3092
515 294-6724
FAX 515 294-2725

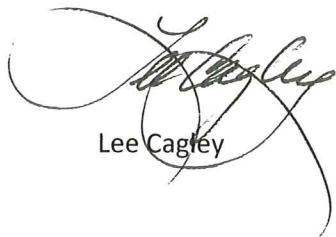
Marwan Ghandour
Associate Dean for Academic Programs
College of Design

November 7, 2011
ArtID Faculty Vote in Support of the Master of Urban Design Degree

Dear Marwan:

This is to notify you that on October 24, 2011, our Interior Design Faculty voted unanimously to support the Master of Urban Design Degree as outlined in the prospectus. We feel the degree has enormous potential, not only for the traditionally allied disciplines (Architecture, Landscape Architecture, & Community and Regional Planning), but also for Interior Design as well. Many of our graduate students have chosen thesis topics which embrace not only specific Interior Design research but also the urban context in which these spaces occur, exploring the ways in which these two scales of human interaction, micro and macro, collide. The MUD program as defined would allow wonderful opportunities for cross-disciplinary collaboration between this degree program and ours. We look forward to welcoming the new degree and its attendant students to the College of Design.

Sincerely,



Lee Cagley


IOWA STATE UNIVERSITY

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Memorandum of Support from Integrated Studio Arts (ISA) Faculty

Date October 24, 2011

To Dean Rico-Gutierrez and Associate Dean Ghandour

From ISA Director, Ingrid Lilligren 

Subject Master in Urban Design
 Master of Design for Sustainable Environments

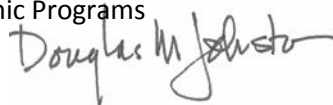
At the Friday, October 21 ISA faculty meeting, we discussed and voted on support for these new master's degrees. Our unanimous vote of support recognizes the opportunities these two degrees provide future students to contribute in areas of importance for Iowa and the nation. We are also aware of the changing nature of pedagogy in all our disciplines that opens opportunities for future involvement of faculty and programs not currently engaged.

Within our collegiate environment, these degrees pull together existing faculty and curriculums in a new configuration, creating programs with relevance and immediate application possibilities for our upcoming graduates.

IOWA STATE UNIVERSITY
OF SCIENCE AND TECHNOLOGY

Department of Landscape Architecture
College of Design
Ames, Iowa 50011-3094
515 294-5676
FAX 515 294-2348
e-mail: landarch@iastate.edu

TO: Marwan Ghandour, Associate Dean for Academic Programs
FROM: Doug Johnston, Professor and Interim Director
DATE: 11 November 2011
SUBJECT: Faculty Approval of Urban Design Masters Degree



At its department meeting of October 26, 2011 faculty from the Department of Landscape Architecture unanimously voiced its support of the Master of Urban Design program proposal. In addition to our urban design required studio, faculty have teaching and research activities in urban hydrology, urban vegetation system, history and others. Faculty in the department of Landscape Architecture look forward to engaging their expertise with others from the college in the development and implementation of the program.

IOWA STATE UNIVERSITY

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<http://www.design.iastate.edu>

DATE: November 15, 2011

TO: Marwan Ghandour
Associate Dean for Academic Programs
College of Design

FROM: David Ringholz
Director, Industrial Program


The Industrial Design faculty has voted unanimously in favor of the Master of Urban Design. We feel that the addition of this degree makes excellent use of the College's resources and will address documented demand for this Professional Program. We also feel that formalizing a graduate degree in Urban Design reflects the recent evolution of thinking within the College to be more inclusive of urban environments.

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Date: December 1, 2011

TO: Marwan Ghandour
Associate Dean for Academic Affairs
134 College of Design

FROM: Debra Satterfield 
Director, Graphic Design
158 College of Design

RE: **Master of Urban Design (MUD)**

The Graphic Design program met on November 11, 2011, and voted unanimously (9 faculty present, 3 excused) to support the College of Design, Master in Urban Design program (MUD), an advanced, interdisciplinary program of study for graduate students with previous degrees in architecture, landscape architecture, and city planning or the equivalent in professional design experience.

IOWA STATE UNIVERSITY
OF SCIENCE AND TECHNOLOGY

Architecture
146 College of Design
Ames, Iowa 50011-3039
515 294-4717
515 294-1440 (Fax)

1 December 2011

Marwan Ghandour
Professor and Associate Dean
College of Design
Iowa State University
Ames, Iowa State University

Re: Master of Urban Design

Dear Marwan:

The Department of Architecture is pleased to support the College of Design proposed Master of Urban Design. We believe there is faculty expertise and curricular offerings within architecture and collectively within the College to support the degree. Through interdisciplinary offerings and balanced resource sharing, plus the proposed new position we can offer the degree as part of rich array of environmental design programs.

By a secret ballot vote of 20 in favor and 3 no, the Department of Architecture passed a resolution to affirm its support of the proposed degree.

Best regards,



Gregory Palermo
Professor and Interim Chair
Architecture

IOWA STATE UNIVERSITY
OF SCIENCE AND TECHNOLOGY

David J. Oliver
Associate Dean of Research
College of Liberal Arts and Sciences
202 Catt Hall
Iowa State University
Ames, IA 50011
Phone: 515-294-4118
Fax: 515-294-1303

Professor Marwan Ghandour
Associate Dean for Academic Affairs
College of Design
134 Design
Iowa State University
Ames, IA 50011

April 2, 2011

Dear Marwan:

Thank you for taking the time to explain your proposed new graduate programs, the Master of Design in Sustainable Environments program and the Master of Urban Design program. The College of Liberal Arts and Sciences strongly support these unique and innovative new programs. Both graduate programs will provide important opportunities to learn how design principals can be applied to address significant contemporary problems. The LAS College looks forward to working with your faculty in educating these new students.

Personally, I am particularly interested in the Design in Sustainable Environments program. Trying to maintain a high quality of life through a time of diminishing resources and increased competition for those resources will require systems levels approaches to sustainability. Design professionals with training and expertise in environmental sustainability will be essential in incorporating these principals into the architecture, artifacts, and designed environments of the future. Your program is a strong step in this direction and I laud your efforts. I am sure that the LAS faculty would be enthusiastic to work with you in providing an academic underpinning for your students as needed through course work and service on the graduate committees.

Sincerely,



David J. Oliver
Associate Dean for Research and Graduate Studies
College of Liberal Arts and Sciences

IOWA STATE UNIVERSITY

OF SCIENCE AND TECHNOLOGY

Interoffice Communication

Academic and Global Programs
College of Agriculture and
Life Sciences
134 Curtiss Hall

DATE: April 15, 2011

TO: Marwan Ghandour, Professor
Associate Dean for Academic Programs
College of Design

FROM: 
David Acker, Associate Dean

SUBJECT: Proposed programs in College of Design

RECEIVED

APR 19 2011

COLLEGE OF DESIGN
OFFICE OF THE DEAN

On April 15, 2011, the College of Agriculture and Life Sciences Curriculum Committee reviewed the following new programs proposed by the College of Design:

Bachelor of Design

Master of Urban Design

Master of Design in Sustainable Environments

There was general support for all three programs by the Committee. A representative of the Environmental Sciences major, Professor Bill Crumpton, expressed interest in learning more about how they could collaborate. Additionally, the College of Agriculture and Life Sciences administration concurs with the assessment of our curriculum committee.

CC: Lee Burras, Chair, College Curriculum Committee

IOWA STATE UNIVERSITY

OF SCIENCE AND TECHNOLOGY

College of Engineering
Office of the Dean
104 Marston Hall
Ames, Iowa 50011-2151
Tel 515 294 1309
FAX 515 294 9273

DATE: July 8, 2011

TO: Marwan Ghandour
Associate Dean for Academic Programs
College of Design

FROM: Gary Mirka, Associate Dean
Vernon Schaefer, Chair of Engineering College Curriculum Committee
College of Engineering

SUBJECT: Proposed New Programs in the College of Design

On April 12, 2011, The Engineering College Curriculum Committee reviewed the three proposed programs from the College of Design: **Bachelor of Design**, **Master of Urban Design** and **Master of Design of Sustainable Environments**. There were no objections raised for either of these programs at that time, but the Department of Civil Construction and Environmental Engineering requested additional time to review. On May 25th an email was received that indicated that there had been no objections raised by either the construction engineering curriculum committee or the civil engineering curriculum committee. With no objections raised, the engineering college supports these new programs.

From: Ghandour, Marwan [DSN]
Sent: Monday, March 19, 2012 12:19 PM
To: Hendrich, Suzanne [FSHNNH]; Zhu, Dan [SCIS]
Cc: Peters, Frank E [IMSE]
Subject: Re: Academic Affairs Council meeting Mar 21, Wed, 9:50 am, 107 LoM

Dan and Suzanne,

Below are the Academic Affairs Council and College votes. Please note that the Academic Affairs Council vote was in January 31, 2011. The collegiate vote was online where it was open from January 31 to February 3, 2011. In Fall 2011, the seven college programs voted individually on the two graduate programs which generated the memos in the pdf file, dated accordingly.

College of Design Academic Affairs Council vote

MDesSE: 5 yes, 5-no; as a tie vote, the chair of the council decided to forward the proposal for a collegiate vote.

MUD: 5 yes, 5-no; as a tie vote, the chair of the council decided to forward the proposal for a collegiate vote.

College faculty vote (112 eligible, 51 voted)

MDesSE: 26 in favor, 23 against, 2 abstained.

MUD: 28 in favor, 23 against, 0 abstained.

Let me know if you need any more information.

Best,

Marwan