

Contact: Diana Gonzalez

REQUEST TO RE-ORGANIZE THE COLLEGE OF DESIGN AT IOWA STATE UNIVERSITY

Action Requested: Consider approval of the request by Iowa State University to re-organize the College of Design.

Executive Summary: Iowa State University proposes to re-organize the College of Design to formalize the standing of interdisciplinary degree programs with respect to curriculum development, resource allocation, and shared governance while enhancing their visibility within the College. This request has been reviewed by the Board Office and the Council of Provosts and is recommended for approval. This request addresses the Board of Regents Strategic Plan priorities to pursue “educational excellence and impact; and economic development and vitality” and Goal #8 – “Iowa’s public universities and special schools shall be increasingly efficient and productive.”

Background:

- ◇ **History of current organization.** When the College of Design was created in 1978, four departments were formed – Architecture; Art and Design; Landscape Architecture; and Community and Regional Planning. The annual enrollment in the College is approximately 1,800 undergraduate and 150 graduate students in the following degree programs – architecture; art and design; community and regional planning; design; graphic design; industrial design; integrated studio arts; interior design; and landscape architecture.
- ◇ **Description of College.** The College of Design seeks and creates knowledge that enhances understanding of how disciplines in design and art can be used to improve the human condition and addresses the environmental and social challenges locally, regionally, nationally, and internationally. The College offers undergraduate majors in architecture, art and design, community and regional planning, design, graphic design, industrial design, interior design, integrated studio arts, and landscape architecture. It also offers graduate majors in architecture, community and regional planning, graphic design, industrial design, integrated visual arts, interior design, landscape architecture, and transportation.

The role of design within society and academia has changed from the pursuit of exquisite aesthetics to design as part of everyday life, as innovation, and as a means to solve problems.

- ◇ **Reason for proposed change.** The College seeks a new direction to develop and maintain strong disciplinary degree programs, while developing strong interdisciplinary degrees and activities. The College also needs to recruit and develop high quality faculty at the department level. Programs must have curricular and fiscal autonomy and authority in program admission and graduation requirements, curriculum, and grading procedures. To achieve this objective, the following guidelines were developed:
 - ⇒ Decision-making authority, responsibility, and access to resources must be aligned, transparent, and based upon a rationale.
 - ⇒ Interdisciplinary opportunities and activities should be based on incentives rather than mandates.
 - ⇒ Committee obligations of faculty should be minimized.

- ⇒ The administrative structure should encourage collaboration among units.
 - ⇒ An interdisciplinary degree program should have independent decision-making authority over aspects of curriculum and budget.
 - ⇒ Departments and programs must have the ability to manage fiscal resources to make strategic investments.
- ◇ Goals of proposed reorganization. The goal is to identify and/or create an appropriate structure for the College to support its mission, values, and aspirations. The following guiding principles were developed to accomplish this goal:
- ⇒ Contribute to solving some of the most important problems facing society by leveraging the experience and knowledge in all disciplines working together.
 - ⇒ Develop a culture of research and creative inquiry.
 - ⇒ Expand the College's reach nationally and internationally.
 - ⇒ Promote partnerships with other colleges at the university.
 - ⇒ Diversify sources of revenue and minimize the impact of decreasing state appropriations.
 - ⇒ Increase the College's impact in communities.
 - ⇒ Focus on excellence of degree programs, teaching, research, and scholarship.
 - ⇒ Reward bold thinking and initiatives.
- ◇ Administrative organization. The proposed re-organization of the College will enhance its component disciplines and allow the College to reinforce shared values and aspirations as well as future goals. The proposed plan re-organizes the College from four to seven departments – Architecture; Community and Regional Planning; Graphic Design; Industrial Design; Integrated Studio Arts; Interior Design; and Landscape Architecture.
- Each department will be directed by a chair who reports to the Dean. The chair will be responsible for leading the overall work of the department in the areas of teaching, research, and service; preparing and administering the departmental budget; recommending personnel actions; and providing academic supervision of the department's students. The proposed change will likely result in an increased sense of equity among all the programs with more decision-making autonomy regarding budgets, recruiting, and internal and external collaborations.
- ◇ Impact on resources. The College recently centralized the administrative support functions to achieve budget reduction targets. The elimination of staff positions providing administrative and advising support resulted in cost savings of \$290,000. It is likely that the proposed re-organization will result in further savings of \$110,000 in director/department chair salary costs due to the conversion of salaries from a twelve-month basis to an academic year basis and the elimination of the position of chair of the Department of Art and Design. The College also anticipates reducing the number of associate chairs.
- ◇ Comparable organization at other institutions. Peer institutions that have the same or similar College organizations include Arizona State University, University of Oregon, University of Florida, Kansas State University, Rhode Island School of Design, Parsons New School of Design, Carnegie Mellon University, University of Minnesota, and Penn State University.

- ◇ Effect on students. There will be no direct impact on students because their programs will continue to be offered as currently available. Program configuration changes are not expected as a result of the proposed College re-organization. An indirect effect will be the increased external recognition for all programs which will raise the profile of their degrees.
- ◇ Effect of proposed change on existing programs. Reinforcing the external visibility of the College and its programs will likely increase the number of student applications and the level of recognition by peer institutions. It is anticipated that the College of Design will be recognized as one of the few comprehensive design units nationally and internationally. Enhanced services and equal visibility to all programs in the College and increased autonomy over program specific decisions are expected outcomes.
- ◇ Resources needed. The proposed re-organization will likely result in program growth, including the introduction of new interdisciplinary programs. The new revenue generated by these programs will allow the College to maintain high levels of academic excellence, including new faculty hires. A new faculty member will be hired to support the recently approved Bachelor of Design program.
- ◇ Relationship of proposed re-organization to university strategic plan. Increased visibility for all programs, enhanced services for programs and students to maintain academic excellence, and new opportunities for partnerships and collaborations is central to the University's strategic plan mission statement: "create, share, and apply knowledge to make Iowa and the world a better place." Design as a problem-solving activity that brings together multiple disciplinary backgrounds to address important societal problems is key to the future of the University, the state of Iowa, and the world.
- ◇ Date of implementation. The proposed College re-organization will become effective upon approval by the Board of Regents and is projected to become operational in July 2012.

PROPOSED COLLEGE OF DESIGN ORGANIZATION CHART

