



**Proposal – COLLEGE OF DESIGN  
January 31, 2017**

**Proposal**

The School of Architecture and Allied Arts proposes to restructure as a College composed of three schools and one independent department.

The School of Architecture and Allied Arts currently contains six departments and four programs, encompassing a wide variety of disciplines and epistemologies broadly grouped around visual art and environmental design, including history, theory and criticism; creative and professional practice; and policy and management of art, design, and the built environment.

The school proposes reorganizing into a College of Design, containing:

- School of Architecture & Environment
- School of Art + Design
- School of Planning, Public Policy and Management
- Department of the History of Art and Architecture

Recognizing the inherent cross-disciplinary nature of history, criticism, and theory in all A&AA degree programs, as well as the research and pedagogic differences between the humanities and art and design disciplines, the Department of the History of Art and Architecture will function as an independent department collaborating across all three Schools. The department has aspirations to develop an Institute for the Study of Visual Culture, and this structure allows such future development.

**Rationale**

Restructuring as a college grows from long-standing conversations in several departments, and has the primary goal of creating a structure that not only reflects the collaborative, interdisciplinary history and traditions of A&AA but also creates a framework for future development and aspirations.

Over its century-long history, the school has grown from a small school with no departments, to a large and complex community of about 125 faculty members and 1,800 students, offering nearly thirty undergraduate and graduate degrees.

A college structure will provide parity with peer institutions, clear identities for the diverse programs within A&AA, and academic clusters that allow intellectual and curricular innovation and collaboration.

The idea of forming schools within a college gained momentum as a result of the 2013-14 external review of the Planning, Public Policy and Management (PPPM) Department. The external reviewers' report made the following recommendation:

All competition programs at other universities for this department are designated as a "School." Under the present configuration, AAA is a "School" so such a change would require that AAA be named "College". It is necessary for this change to occur so that the PPPM unit can be perceived by outsiders as equal to or better than competitors. Another reason to name the unit as "School" is to capitalize on the centers and their significant engagement with students in research projects that have established extensive networks with practitioners across the region and state. The School designation provides the appropriate umbrella under which to house these applied research arms alongside the PPPM tenure-track faculty, with the potential for new synergies in research and reputation. Designation as School also brings a new level of gravitas to the strategic planning process.

These recommendations make sense for PPPM, and the same concerns and opportunities apply generally across A&AA. The ideas expressed by the external reviewers were guiding principles in the development of the college proposal.

Restructuring as a College can provide multiple benefits, including these commonly-stated priorities that are shared across all programs:

- Parity with peer programs.
- Enhanced opportunities for intellectual and academic collaboration between departments and degree programs.
- Enhanced doctoral programs in each school through clustering intellectually aligned programs.
- Clarified program identities, leading to increased visibility and marketability of programs, which benefits students, faculty, and alumni.
- Administrative efficiency through grouping programs with similar curricular and pedagogic structures; similar research support needs; similar research or creative practice methods and dissemination modes; and similar accreditation standards and processes.
- Focused communication and development strategies for each school.
- Opportunities for naming and endowing colleges, schools and departments, with attendant benefits for students and faculty through scholarships, research support, etc.
- Parity between schools in terms of number of faculty and students, providing equitable representation of faculty and student needs with regards to distribution of resources.

Restructuring also provides a framework for several strategic development goals:

- Targeted fundraising towards new or improved discipline-appropriate school facilities to support students and faculty, especially faculty research and creative practice spaces, and instructional spaces.

- Expansion of faculty and student research support across schools and disciplines, through college-level strategic investment in research hubs, building on the strength of existing labs, centers, and institutes; college- and school-level grant support (grant writing, grant management); and enhanced opportunities and mentoring for faculty affiliates in those labs, centers, and institutes.
- Expansion of A&AA PhD programs, through growth in the architecture and landscape architecture programs; a revitalized program in art history; and an anticipated new program in planning, public policy and management.

## **Process**

The idea of restructuring was discussed at the Dean's Advancement Council meeting in October 2016, and the Council unanimously supports the proposal.

Throughout fall 2016, A&AA faculty and staff explored the idea of restructuring through a series of lunch workshops and surveys. Informed by feedback from those workshops, which was predominantly positive, Dean Lindner tasked a College Strategy working group composed of TTF and NTTF from all departments and programs with compiling faculty and staff input; soliciting ongoing input from their departments on possible structures, and the benefits and risks of restructuring; and developing several frameworks for possible restructuring.

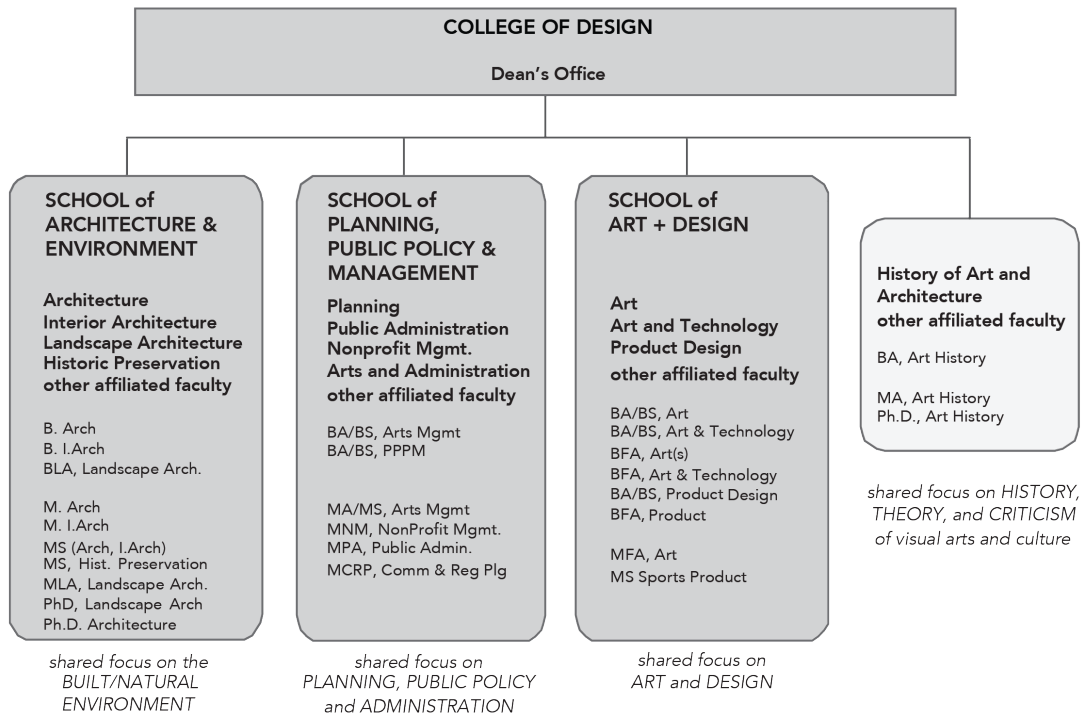
The working group's report was shared with all A&AA faculty and staff, who provided feedback to their unit heads. Informed by that feedback, and recognizing that the long-term benefits far outweigh any risks, the Dean, Associate Deans, department and program heads unanimously decided to proceed with a restructuring proposal. That leadership team selected the model, developed here, that best meets the suite of goals listed above, including clear identity to the many disciplines within the school, and intellectual and programmatic collaborative possibilities.

In January 2017, the proposal was brought to A&AA students through an open forum meeting and feedback period. Students expressed interest in curricular alignments and possible new degree programs, and concerns about resource availability and financial impact on students. This proposal provides a framework to realize the intellectual aspirations expressed by students, and will be resource neutral to students, with the intent that curricular and administrative collaborations will allow resource reallocation into student support.

School names were generated by consensus of the department and program faculties within each school. The college name emerged from naming parties, a faculty survey, and extended discussion with A&AA leadership. It signals the broad disciplinary alignment of the College and, upon university approval of the proposal, the college name will next be reviewed externally by academic peers and alumni advisors before being finalized.

**Structure**

**College Proposal: Organizational Structure**



LEGEND:

**SCHOOL**

**Departments and Programs**

Current degree offerings

Alignment rationale

The proposed structure is a college composed of three schools and one independent department. Each school has its own proposed internal structure, containing departments and/or programs. All existing degree programs and departments are accommodated within the proposed college structure. Current students in A&AA will not be impacted by the restructuring, nor will the accreditation status of degree programs.

All proposed restructuring is accommodated within A&AA's existing budget, except for some small costs associated with communicating the new structure.

**1. College**

The College is the primary point of interaction between the university and the programs, through the Dean and Associate Deans. The College will continue to have a Dean, providing strategic vision and leadership, and two Associate Deans (Associate Dean of Finance and Administration, and Associate Dean of Academic Affairs) providing leadership in those areas.

The College will provide resources centrally for budgeting processes, communications, development, and technology.

The College will continue to provide student services for all College students through the Professional Outreach & Development for Students (PODS) office, including general education advising, internship management, career services and development. PODS will remain the first point of contact for prospective students, and a clear hub for student information throughout a student's education.

## **2. School**

Schools provide equal representation of the diverse disciplines within the College in college-level decision-making. Each school will be led by a Head of School, who will perform many of the leadership and administrative roles that Department and Program Heads currently perform. Working in consultation with departments and programs, schools will consolidate resources centrally for student recruitment, degree advising, and student retention; administration of faculty matters such as searches, contracts, promotion and review; administration of curricular matters such as course scheduling, course proposals and revisions; and targeted communication.

All existing departmental CBA policies will be adopted into the school in their current form, until such time as a faculty-led consolidation effort occurs to create school-level policies.

## **3. Department or Program**

In the schools, departments and programs will be the primary self-governance unit for all faculty matters, including TTF review, promotion, and tenure, NTTF review and promotion, and curricula and degree requirements. With the creation of a Head of School position, the position of Department or Program Head in the schools will be significantly refocused on faculty and student development, including curricula, research culture, and faculty mentoring. Each school will review its administrative structure and revise it as needed. The Department of the History of Art and Architecture will remain administratively as it currently exists.

Departments and programs will provide leadership of curricular standards and development; degree requirements; degree advising; promotion and tenure criteria.

Departments and programs will be the primary daily contact for students, through courses, degree advising, student groups, and other events. The restructuring will not negatively impact students' progress towards degree completion, and will create opportunities for curricular innovation and enhancement and increased student research opportunities.

## **Timeline**

We propose to function as a College beginning in Fall 2017 to coincide with the start of the academic year. Most faculty and student processes will remain unchanged at this stage. The major initial restructuring will be administrative.

We propose moving on separate timelines for separate elements. All administrative changes will proceed on a single timeline. Administrative staff will reorganize and receive training for new roles over Summer 2017.

Intellectual and curricular elements – including alignment of tenure criteria and process or any revisions to CBA policy – will proceed on slower timelines. Some programs and departments are able to begin the reorganization in Spring 2017, if the proposal is approved by the Provost. The School of Planning, Public Policy and Management will proceed on the most rapid timeline, as the internal structure remains largely unchanged, with implementation complete by Fall 2017. The School of Art + Design will address any intellectual and curricular alignments over AY 2017-18. And the School of Architecture & Environment will proceed for the immediate future with 2 programs and 2 departments largely as they currently exist, with a slower timeline for realizing curricular and intellectual alignments.

### **Administrative implications**

Given the new functional structure of the Schools, the College will need to substantially reconfigure administrative staff to ensure that each School is capable of providing its faculty and students with appropriate administrative support. Any administrative changes will follow appropriate OARs and will adhere to all requirements in the SEIU Collective Bargaining Agreement. Administrative changes will also remain budget neutral or better for the College as a whole.

### **Budget implications**

The College will continue to operate within the existing budget of A&AA. The College will be the sole entity responsible for administering and tracking budgets, as they pertain to the University. Any surpluses or deficits are the responsibility of the College, not the responsibility of the Schools. The Dean of the College will maintain full budget authority for all Schools, Departments, and Programs within the College, and will be responsible for budget and resource allocation decisions pertaining to those Schools, Departments, and Programs. A&AA is not asking for any additional resources related to the reorganization.

### **Fundraising implications**

A&AA Development is working with both the Dean and Central Development to structure new campaign goals now that A&AA has almost achieved its full target for the University campaign. The new structure will help us to articulate the needs of the individual schools and departments far more effectively, as well as the college as a whole. It will also open up naming rights for both the Schools and the College itself. Although we are still at the early stages of this process, the restructuring is expected to materially and rapidly benefit our development efforts.



DATE: January 30, 2017

TO: President Michael Schill  
Provost Scott Coltrane

FROM: Dean's Advancement Council, Architecture and Allied Arts

RE: Endorsement of the School of Architecture and Allied Arts College plan

At the meeting of our Dean's Advancement Council on October 7, 2016, we discussed with Dean Christoph Lindner and staff the process and plan for becoming a College within the University of Oregon. The idea met with unanimous approval from the Council at our meeting.

We share the conviction that this proposed change will provide an organizational structure that allows the ambitions of the departments and programs to flourish, that creates new academic clusters allowing the "sum of the whole to exceed its parts," and that gives greater visibility to all the academic programs currently in the school. We also believe that the creation of a College increases funding possibilities across all the disciplines. While it sets the stage for the future, it also flows naturally from the traditions and history of the school. We believe this proposal would provide the conditions and infrastructure for our faculty and students to do their best work.

We encourage your support and endorsement of this plan.

**OFFICE OF THE DEAN**

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## AAU Peer Organizational Structure: Architecture, Interior Architecture, Landscape Architecture, Historic Preservation

CIP Program: 040501-InteriorArchitecture & 50408-InteriorDesign			
Florida	Dept of Interior Design		College of Design, Construction & Planning
Indiana	Dept of Apparel & Int Des	School of Art + Design	College of Arts + Sciences
Iowa State	Dept of Interior Design		College of Design
MichiganState	Interior Design program	School of Planning, Design & Construction	
Minnesota	Interior Design program		College of Design
OhioState	Dept of Design		College of Arts + Sciences
Purdue	Dept of Art & Design	School of Visual & Performing Arts	College of Liberal Arts
Texas-Austin	Interior Design program	School of Architecture	
Wisconsin	Interior Architecture program	School of Human Ecology	
CIP Program: 040601-LandscapeArchitecture			
Arizona		School of LA + Planning	College of Architecture, Planning & Landscape Architecture
Florida	Dept of LA	School of LA + Planning	College of Design, Construction & Planning
Illinois	Dept of LA		College of Fine + Applied Arts
Iowa State	Dept of LA		College of Design
Maryland	Dept of Plant Science + LA		College of Agriculture and Natural Resources
Michigan		School of Natural Resources & Environment	
MichiganState	LA program	School of Planning, Design & Construction	
Minnesota	Dept of Landscape Design & Planning		College of Design
OhioState	LA Section	Knowlton School of Architecture	College of Engineering
Penn State	Dept of LA	Stuckeman School of Architecture and Lan	College of Arts & Architecture
Purdue	Dept of Horticulture & LA		College of Agriculture
Rutgers	Dept of LA	School of Env'l & Biological Sciences	
Texas-Austin	LA program	School of Architecture	
TexasA&M	Dept. of LA & Urb. Plan.		College of Architecture
UCBerkeley	LA & Env'l Planning program		College of Environmental Design
UCDavis	Dept of Human Ecology		College of Agriculture & Environmental Science
Virginia	Dept of LA	School of Architecture	
Washington	Dept of LA		College of Built Environments
Wisconsin	Dept of LA		College of Agriculture & Life Sciences



**CIPProgram:040201-Architecture**

Arizona		School of Architecture	College of Architecture, Planning & Landscape Architecture
Florida		School of Architecture	College of Design, Construction & Planning
GeorgiaTech		School of Architecture	College of Design
Illinois		School of Architecture	College of Fine + Applied Arts
Iowa State	Dept. of Architecture		College of Design
Kansas	Dept. of Architecture	School of Architecture, Design, & Planning	
Maryland	Architecture program	School of Architecture, Planning & Preservation	
Michigan	Architecture program		Taubman College of Architecture & Urban Planning
Minnesota		School of Architecture	College of Design
OhioState	Architecture Section	Knowlton School of Architecture	College of Engineering
Penn State	Dept. of Architecture	Stuckeman School of Architecture and Lan	College of Arts & Architecture
SUNY-Buffalo	Dept. of Architecture	School of Architecture & Planning	
Texas-Austin	Architecture program	School of Architecture	
TexasA&M	Dept. of Architecture		College of Architecture
UCBerkeley	Architecture program		College of Environmental Design
UCLA	Dept. Architecture & Urban D	School of the Arts & Architecture	
Virginia	Dept. of Architecture	School of Architecture	
Washington	Dept. of Architecture		College of Built Environments

**CIP Program: 301201 - Historic Preservation and Conservation**

Florida		School of Architecture	College of Design, Construction & Planning
Texas-Austin	HP program	School of Architecture	
Maryland	HP program	School of Architecture, Planning & Preservation	
Minnesota		School of Architecture	College of Design

## AAU Peer Organizational Structure: Art, Product Design / Industrial Design

CIP Program: 50101-Visual and Performing Arts, General, 50605-Photography, 50702-Fine/Studio Arts, General and 7 more

Arizona		School of Art	College of Fine Arts
Florida		School of Art + Art History	College of the Arts
Georgia		Dodd School of Art	
Illinois		School of Art + Design	College of Fine + Applied Arts
Indiana	Dept Studio Art	School of Art + Design	College of Arts + Sciences
Iowa State	Dept. Art & Visual Culture		College of Design
Kansas	Dept. Visual Art	School of the Arts	College of Liberal Arts & Sciences
Michigan		Stamps School of Art & Design	
Minnesota	Dept. of Art		College of Liberal Arts
Ohio	Dept. of Art		College of Arts & Sciences
Penn State		School of Visual Arts	College of Arts & Architecture
SUNY-Buffalo	Dept. of Art		College of Arts & Sciences
SUNY-Stony Brook	Dept. of Art		College of Arts & Sciences
Texas-Austin	Dept Art & Art History		College of Fine Arts
UC Berkeley	Dept. of Art Practice		
UC Davis	Dept Art & Art History		
UC Irvine	Dept. of Art	Trevor School of the Arts	
UCLA	Dept. of Art	School of the Arts & Architecture	
UC San Diego	Dept. Visual Art		College of Arts & Humanities
UC Santa Barbara	Dept. of Art*		College of Creative Studies*
Washington	Division of Art	School of Art + Art History + Design	College of Arts & Sciences
Wisconsin	Art Dept.	School of Education	

CIP Program: 500404 - Industrial and Product Design

Georgia Tech		School of Industrial Design	College of Design
Illinois		School of Art + Design	College of Fine + Applied Arts
Iowa State	Dept. Industrial Design		College of Design
Kansas	Design Dept.	School of Architecture, Design, & Planning	
Michigan		Stamps School of Art & Design	
Ohio State	Dept. of Design		College of Arts & Sciences
Purdue	Dept. of Art + Design	Rueff School of Visual & Performing Arts	
Washington	Ind. Des. program	School of Art + Art History + Design	College of Arts & Sciences

## AAU Peer Organizational Structure: Planning, Public Policy, Management, & Arts Administration

CIP Program: 440401 - Public Administration, 440501 - Public Policy Analysis, General, 440504 - International Policy Analysis and 1 more

GeorgiaTech		School of Public Policy	College of Liberal Arts
Indiana		School of Public & Environmental Affairs	
Iowa State	Dept of Political Science		College of Liberal Arts and Sciences
Kansas		School of Public Affairs & Administration	College of Liberal Arts and Sciences
Maryland		School of Public Policy	
Michigan		Ford School of Public Policy	
Michigan State			James Madison College
Minnesota	program area		Humphrey School of Public Affairs
Missouri		Truman School of Public Affairs	
North Carolina		School of Government	
Ohio State			John Glenn College of Public Affairs
Pittsburgh		Grad School of Public & International Affairs	
Rutgers		School of Public Affairs & Administration	
Texas		LBJ School of Public Affairs	
Texas A&M	Dept of Public Service & Admi	Bush School of Government & Public Service	
UC Berkeley		Goldman School of Public Policy	
UC Irvine		Schools of Social Ecology & Social Sciences	
UCLA	Public Policy dept	Luskin School of Public Affairs	
Virginia		Batten School of Leadership & Public Policy	
Washington		Trachtenberg School of Public Policy & Public Administration	
Wisconsin		La Follette School of Public Affairs	

CIP Program: 500704 - Arts Management, 500909 - Music Management and Merchandising, 501001 - Arts, Entertainment, and Media Management, General

Florida	Dept of Art Education		College of Fine Arts
Indiana		School of Public & Environmental Affairs	
Michigan		School of Music, Theater & Dance	
MichiganState			College of Arts & Letters
Minnesota			College of Continuing Education
Ohio State	Dept of Arts Administration, Education & Policy		College of Arts & Sciences
SUNY-Buffalo	Arts Management program		College of Arts & Sciences
Wisconsin		School of Business	

CIPProgram:030206-LandUsePlaningandManagement/Development&040301-City/Urban,CommunityandRegionalPlaning

Arizona	School of LA + Planning	College of Architecture, Planning & Landscape Architecture
Florida	Dept of Urban + Regional Plan School of LA + Planning	College of Design, Construction & Planning
GeorgiaTech	School of Regional and City Planning	College of Design
Illinois	Dept of Urban + Regional Planning	College of Fine + Applied Arts
Iowa	School of Urban & Regional Planning	Graduate College
IowaState	Dept of Community + Regional Planning	College of Design
Kansas	Dept of Urban Planning School of Architecture, Design & Planning	
Maryland	Urban Studies & Planning pro; School of Architecture, Planning & Preservation	
Michigan	Urban & Regional Planning program	Taubman College of Architecture & Urban Planning
MichiganState	Urban & Regional Planning pr School of Planning, Design & Construction	
Minnesota	program area	Humphrey School of Public Affairs
North Carolina	Dept of City + Regional Planning	College of Arts & Sciences
Ohio State	CRP Section Knowlton School of Architecture	College of Engineering
Rutgers	Blousten School of Planning and Public Policy	
SUNY-Buffalo	Dept of Urban + Regional Plan School of Architecture and Planning	
Texas-Austin	CRP program School of Architecture	
TexasA&M	Dept of LA & Urb. Plan.	College of Architecture
UCBerkeley	CRP program	College of Environmental Design
UCDavis	Dept of Community + Regional Planning	College of Agriculture & Environmental Science
UCIrvine	Dept of Planning, Policy, & De School of Social Ecology	
UCLA	Urban Planning Dept. Luskin School of Public Affairs	
Virginia	Dept of Urban & Env'l Plannir School of Architecture	
Washington	Dept of Urban Design & Planning	College of the Built Environments
Wisconsin	Dept of Urban + Regional Planning	College of Letters & Science

## AAU Peer Organizational Structure: History of Art & Architecture

CIPProgram:040801-ArchitecturalHistoryandCriticism,General&50703-ArtHistory,CriticismandConservation

Florida		School of Art + Art History	College of the Arts
Georgia		Dodd School of Art	
Illinois		School of Art + Design	College of Fine + Applied Arts
Maryland	Dept. Art History & Archaeology		College of Arts + Humanities
Michigan	Dept. History of Art		College of Literature, Science and the Arts
MichiganState	Dept. Art, Art History & Design		College of Arts & Letters
Minnesota	Dept. of Art History		College of Liberal Arts
NorthCarolina	Dept. of Art		
Ohio State	Dept. History of Art		College of Arts & Sciences
Penn State	Dept. of Art History		College of Arts & Architecture
Purdue	Dept. of Art + Design	Rueff School of Visual & Performing Arts	College of Liberal Arts
Texas-Austin	Dept Art & Art History		College of Fine Arts
UCBerkeley	Dept. History of Art		
UCDavis	Dept Art & Art History		
UCIrvine	Dept. of Art History	School of Humanities	
UCSanDiego	Dept. of Visual Arts		College of Arts & Humanities
UCSantaBarbara	Dept. History of Art & Architecture		College of Letters & Science
UCLA	Dept. of Art History		
Virginia	Dept. of Art		College of Arts & Sciences
Virginia	Dept. of Architectural History		College of Architecture
Washington	Division of Art History	School of Art + Art History + Design	College of Arts & Sciences
Wisconsin	Dept. of Art History		College of Letters & Science