April 5, 2011

MEMORANDUM

TO: Dev. Venugopalan, Associate Vice Chancellor Academic Affairs
FROM: Wade Hobgood, Dean Peck School of the Arts
RE: Proposal for PSOA Design Research Institute

I am forwarding a recommendation from the Peck School of the Arts to create a PSOA Design Research Institute (see attached proposal). This proposal was approved by the PSOA Course and Curriculum Committee on February 11, 2011, following earlier approval by the Department of Art and Design and endorsement by the five academic department chairs in the Peck School of the Arts. I have reviewed and approved this new Design Research Institute and am asking that you circulate the proposal among the other UWM Deans for their review.

The PSOA Design Research Institute is being proposed as a mechanism for the school to foster innovative, creative research; develop partnerships with area businesses and other campus units; and grow the amount of external research funds received in the Peck School of the Arts. Traditionally faculty and staff in the Peck School of the Arts have had limited opportunities to generate external research support. Currently, however, there is strong acknowledgement, both nationally and locally, for the importance of the “creative industries” to a region’s economy. The new Design Research Institute and its director will be expected to promote design partnerships with other campus units and area businesses, write grants in support of design research, and teach design to undergraduate and graduate students and engage students and faculty in collaborative research.

Please contact me or PSOA Associate Dean Scott Emmons if more information on this proposed PSOA Design Research Institute is required.

Attachment

cc: Johannes Britz, Interim Provost and Vice Chancellor
Colin Scanes, Vice Chancellor for Research & Economic Dev.
Scott Emmons, Associate Dean, PSOA
Lee Ann Garrison, Chair, Art and Design Department
Kathy Barber, Academic Affairs
DESIGN RESEARCH INSTITUTE PROPOSAL

RECOMMENDATION TO CREATE THE PECK SCHOOL OF THE ARTS DESIGN RESEARCH INSTITUTE (DRI)

RECOMMENDATION:

That the PSOA Faculty recommend to the Dean approval of the proposal to establish the Peck School of the Arts Design Research Institute.

RATIONALE:

Innovative interdisciplinary creative research is crucial to the future of higher education institutions and the nation’s economy. The Design Research Institute is being developed to enhance the Peck School of the Arts’ ability to expand its inter-disciplinary creative research and foster new sources for extramural funding.

Given its long history as a manufacturing hub known for its skilled product designers and craftsmen as well as its many universities and cultural organizations, the Milwaukee region is uniquely positioned for strategic developments in design thinking and creative research collaborations between university design departments and businesses to take hold and flourish. The Cultural Alliance of Greater Milwaukee and the Greater Milwaukee Committee recently commissioned Mt. Auburn Associates to undertake a joint project to inventory the “creative industries” of the seven counties in southeast Wisconsin (Kenosha, Milwaukee, Racine, Ozaukee, Walworth, Washington, and Waukesha) and measure their economic impact. In January 2011 the organizations released a final report on the project entitled “Creativity Works.” One of the key findings of the project was that the creative industries – “those organizations, individuals and companies whose products and services originate in artistic, cultural, creative and/or aesthetic content” – were a significant economic industry cluster in the region. The report also recommended that the creative industries should be a focus for future economic development, that artists and other creatives should be connected with regional businesses “in order to spark creativity and innovation,” and that the region’s creative talent base should be expanded.

Peck School of the Arts faculty envision the Design Research Institute playing a critical role in meeting the goals put forward in the above report. They hope that the Design Research Institute will foster connections between designers and researchers on campus and with institutions and businesses in the greater Milwaukee region. The Design Research Institute will also engage graduate and upper level undergraduate students in collaborative research and in internships with businesses to promote entrepreneurial jobs creation.
PROPOSED NAME: Design Research Institute

BRIEF DESCRIPTION, PURPOSE, AND JUSTIFICATION:

Goals

The Design Research Institute’s key goals are threefold: to foster innovative, creative research; to attract external funding; and to educate and prepare students for the design-related jobs of the future.

Mission

The Design Research Institute will apply design thinking to creative research. Faculty, staff, and students will use their expertise and experience as artists and designers to build knowledge for the future through research and collaboration. Researchers will transfer creative thinking into practical contributions to benefit the business community and the cultural life of greater Milwaukee.

Vision

The Design Research Institute will be an incubator to foster interdisciplinary research and entrepreneurial jobs creation among university researchers, regional businesses, and arts and other non-profit organizations. Its varied and changing research areas will flourish under the umbrella of interdisciplinary design thinking in the urban environment.

The partnerships sponsored by the Design Research Institute will help develop funded research for faculty and students alike in the Peck School of the Arts in collaboration with researchers in other UWM schools and colleges and in area businesses. The Design Research Institute will engage students in the arts and in other schools and colleges at UWM with research opportunities, internships, and businesses. The Design Research Institute also plans to develop a jobs incubator for start-up businesses in the Milwaukee area.

ORGANIZATIONAL STRUCTURE, INCLUDING THE METHOD OF APPOINTMENT AND TERM OF OFFICE FOR THE DIRECTOR:

The Design Research Institute will be housed in the Peck School of the Arts under the supervision of the Dean of the Peck School of the Arts. The Director of the Design Research Institute will hold a full-time position as a tenured or tenure-track faculty member in the Department of Art and Design and a 50% appointment as an Academic Program Director. The Director will be a member of the Peck School of the Arts Academic/Administrative Council.

The Director will serve at the discretion of the Dean of the Peck School of the Arts. The Dean will appoint the Director in consultation with the academic department chairs in the Peck School of the Arts. The appointment will typically be for one year and can be renewed. Reappointment will also be based on the Director’s success in pursuing viable partnerships and generating extramural research funds.

LIST OF RESOURCES TO BE COMMITTED TO THE INSTITUTE, INCLUDING THEIR SOURCE:

Initial two-year funding for the Director’s salary and start-up funds will be provided by the Office of the Provost, the Office of the Vice Chancellor of Research and Dean of the Graduate School, and the Office
of the Dean of the Peck School of the Arts. The faculty member hired as the Director of the Design Research Institute will be expected to develop research funding through grants and business partnerships to generate the program revenue needed for salaries, equipment, and the growth of the Design Research Institute.

The Design Research Institute offices and studios will be housed in existing spaces in the Peck School of the Arts Kenilworth Square East studio and research facilities.

Funding History:

The start-up funding for the Design Research Institute is connected to the following grant initiatives from Art and Design faculty members and other campus faculty who, individually or collaboratively, will be a part of the Design Research Institute.

- Architecture Professor Gil Snyder and Art and Design Assistant Professor Frankie Flood have received $17,000 in a grant for rapid prototyping equipment. They also received a grant for $45,000 from the NEA to create a “Prototyping/Fabrication Camp” for high school students.
- Art and Design Assistant Professor Adream Blair received a small grant to collaborate with Interim Chancellor: Mike Lovell (previously Dean of Engineering and Applied Science) on the development of an innovation certificate program for arts and engineering students. Courses in the certificate program will be collaboratively taught by faculty from both departments.
- Art Education faculty members – Associate Professor Kimberly Cosier, principal investigator, and Assistant Professor Laura Trafi-Prats, co-investigator – received a $49,440 UWM Graduate Research Growth Initiative (RGI) grant to research a model for teaching and learning visual literacies in the context of community media education and at-risk teenagers.
- Applications for a total of $95,000 in awards are pending this year. Again, most are collaborative, interdisciplinary curricular projects with faculty in other schools or institutions, such as the National Science Foundation Grant submitted by Art & Design Assistant Professor Adream Blair in collaboration with Professor Audrey Bennett at Rensselaer Polytechnic Institute. Their grant proposal is for a project to further develop Glide 12: Global Interaction in Design Education. Other grant applications are for research into projects with production capabilities, such as Art & Design Assistant Professor Fo Wilson’s research into processes to embed information in art and design objects to facilitate accurate provenance.

Preliminary Work Leading to the Development of the Design Research Institute:

When Associate Professor Lee Ann Garrison became chair of the Art and Design Department and chair of the Campus Master Plan’s Kenwood Campus Committee in the fall of 2007, she began to research methods to adapt education in the arts to the new plans for the future of UWM and the rapid technology changes taking place in the world today. While Art and Design Department faculty members were writing the five and ten year department academic plans requested during the Master Plan process, it became apparent to them that changes in the department’s degree programs and courses would be required in order to meet the needs of students and faculty in the next ten years. The Art and Design Department, as was the case with most university art departments across the country, did not generate extramurally funded research or think of an arts education as “job” preparation for students outside the Graphic Design or Art Education programs.

After Peck School of the Arts Dean Hobgood was able to secure campus commitments for temporary funding to support the hire of a Director of the proposed Design Research Institute, the Art and Design Department faculty unanimously approved the proposed Design Research Institute and are incorporating
it into their new strategic plans. A search for a Director is currently in process, and the seven member search committee includes Associate Dean Ron Perez, College of Engineering and Applied Science, and Professor Gil Snyder, School of Architecture and Urban Planning, in addition to Art and Design faculty.

Art and Design Department faculty believe that the success of the Design Research Institute and its potential to create jobs and businesses for arts students will also create a place for all the arts to grow and thrive. Research data shows that cities with creative economies and thriving arts and culture venues attract employees in all fields of business and commerce. Music, theatre, and dance performances and art museums and galleries exhibiting exciting work by well-trained art and film students contribute to the creative culture employees want when they make decisions about where to live and work.

Examples of existing Art and Design Department projects which led to the development of the Design Research Institute include the formation of the dGroup in 2009, a workshop format class organized by Associate Professor Kim Beckmann in which upper level graphic design students work on real world projects. Some projects are pro bono and others are produced for a fee. The dGroup, now part of the Graphic Design curriculum, is a revitalization and update of the earlier Graph-X project where students worked under design faculty on actual projects for clients.

Faculty participating in the development of the Design Research Institute investigated national university and design school models. The Design School (d-School) at Stanford University and IDEO, its spinoff business, MIT’s Media Lab, and the Institute of Design at the Illinois Institute of Technology are core institutions reviewed. (See the attached Addendum for more information on these institutions.)

The Art and Design faculty research brought into focus the national need for creative design thinking in businesses and manufacturers. Nationally, business leaders, when asked what they want most in new employees list creative thinking and problem solving and the ability to work collaboratively. Design writers and business writers are currently publishing many books on the connection between design thinking and business productivity.

Current Work by Faculty to Build the Design Research Institute:

Art and Design Department Chair Lee Ann Garrison is currently serving as the the Interim Director of the proposed Design Research Institute and is working to develop partnerships within the university and the city. At the present time UWM partners include faculty in the College of Engineering and Applied Sciences, the School of Architecture and Urban Planning, the School of Education, and the School of Information Studies. A certificate program for students in Information Studies and Art and Design is in development, and an interdisciplinary master’s program is in an early discussion stage with the School of Information Studies.

The Interim Director’s preliminary discussions to establish partnerships with area business and institutions include meetings with the Spreenkler Group, Rockwell International, Brooks Stevens, PrimeMetrix, Marquette University, MATC, the Milwaukee Department of City Development, and the Cultural Alliance of Greater Milwaukee, among others. Peck School of the Arts Dean Wade Hobgood and Interim Director Garrison are also working collaboratively with Julia Taylor, Director of the Greater Milwaukee Committee, to propose a Design Cluster Council to follow the councils in Water and Advanced Manufacturing already in place.

Art and Design Assistant Professor F. Wilson curated an exhibition of craft and technology for a museum in Massachusetts and is bringing it to the Milwaukee Art Museum in spring 2011. She is working with the Chipstone Foundation to present a conference on a Design Cluster to promote arts and technology in business.
LIST OF INDIVIDUALS ASSOCIATED WITH THE INSTITUTE:

Dean, Peck School of the Arts:

Wade Hobgood, Dean and Professor, Graphic Design

Department of Art and Design Faculty Members Currently Participating in the Design Research Institute Start Up:

Lee Ann Garrison, Chair and Associate Professor (Current Interim Director of the Design Research Institute)
Kim Beckmann, Associate Professor and Head of Graphic Design Area
Adream Blair, Assistant Professor, Graphic Design
Vicki Callahan, Associate Professor, Writing and Critical Thinking
Kimberly Cosier, Associate Professor, Co-Head of Art Education
Frankie Flood, Assistant Professor, Jewelry and Metalsmithing
Yevgeniya Kaganovich, Associate Professor, Associate Chair, and Head of Jewelry and Metalsmithing
Lisa Moline, Associate Professor, Graphic Design
Stephen Pevnick, Professor, Design
Laura Trafi-Prats, Assistant Professor, Co-Head of Art Education
Nathaniel Stern, Assistant Professor and Head of Digital Studio Practice
Heather Warren-Crow, Assistant Professor, Writing and Critical Thinking
Fo Wilson, Assistant Professor, 3D Foundations

Other Peck School of the Arts Faculty, Staff and Groups Interested in Participating in the Design Research Institute:

Anne Basting, Associate Professor, Theatre, Playwright and Director of the Center on Age and Community
Christopher Burns, Associate Professor, Music Composition
Portia Cobb, Associate Professor, Film, Community Media Project
Christopher J. Guse, Associate Professor, Theatre
Jennifer Plevin, Program Director, and Ryan Sarnowski, Project Manager, docUWM, the Film Department’s project-funded documentary media program
Kevin Schlei, Music Lecturer, Music Composition
Luc Vanier, Associate Professor, Dance, research in digital technology and dance

UWM Faculty Outside the Peck School of the Arts Who Have Expressed Interest in the Design Research Institute:

Johannes Britz, Interim Provost and former Dean of School of Information Studies
Gregory Jay, Professor of English, Director of Cultures and Communities Program and Campus Representative, Imagining America: Artists and Scholars in Public Life
Michael Lovell, Interim Chancellor and former Dean of College of Engineering and Applied Science
Hope Olson, Professor, School of Information Studies
Ron Perez, Associate Dean, College of Engineering and Applied Science
Gil Snyder, Associate Professor, Architecture
Corporate, Higher Education, and Government Groups Connected to the Design Research Institute:

Brooks Stevens Design, Allenton, Wisconsin
Greater Milwaukee Committee
Marquette University, Milwaukee
Milwaukee Area Technical College (MATC)
Milwaukee Department of City Development
Milwaukee Cultural Alliance
PrimeMetrix, LLC, Chicago
Spreenkler Group, Milwaukee

THE LONG-TERM FUTURE AND LONG-RANGE PLAN FOR THE INSTITUTE:

- To foster creative problem-solving using design thinking.
- To educate creative thinkers for the future.
- To build extramural funding focused on interdisciplinary design research.
- To facilitate creative research within the Peck School of the Arts and collaborate with researchers across the University of Wisconsin-Milwaukee.
- To connect campus creative researchers to partners in the community from K-12 education to arts organizations to businesses.
- To contribute to the revitalization and development of Southeastern Wisconsin’s economy by fostering creative, entrepreneurial industries and businesses enhanced by rich cultural experiences.
- To make Milwaukee a destination city with a focus on design (along with water, technology and advanced manufacturing) businesses and to create an engaging arts scene in Milwaukee, which is an important asset in attracting employees to the city.
- To support the recognition of a “Midwest Creative Corridor” from Chicago to Milwaukee to Madison and Minneapolis connected by design and technology.
ADDENDUM TO DESIGN RESEARCH INSTITUTE PROPOSAL

Preliminary Work Leading to Development of the Proposed Design Research Institute

Faculty participating in the development of the proposed Design Research Institute investigated national university and design school models. The Design School (d-School) at Stanford University and IDEO, its spinoff business, MIT’s Media Lab, and the Illinois Institute of Technology’s Institute of Design generate successful design research and illustrate the range of possibilities that could fit under the Design Research Institute umbrella.

1. **The dSchool, Stanford University** (http://dschool.stanford.edu/big_picture/our_vision.php)

   From their website:
   
   “Five years ago, we started with a dream about building a place for design at Stanford. We wanted to build a place where design thinking is the glue that binds people together, a place we called the d.school.”

   The dSchool’s definition of **design thinking**:
   
   “Design thinking is best learned by doing, and our classes immerse students in an experiential learning environment. It is not a static process, but an approach to creative problem solving. Each team and individual develops their own process as they work on a problem, adapting and adding to it as they go. The key element is being mindful of how you work, not just what your outcome is. Regardless of the steps you take, the elements underlying the process are the mindsets of empathy, an attitude of prototyping, collaboration, iteration and feedback.

   We focus on the design process because we seek to equip our students with a methodology for producing reliably innovative results in any field. **Our focus is on creating innovators rather than any particular innovation.**”

2. **MIT’s Media Lab** (http://www.media.mit.edu/)

   From their website:

   “At the Media Lab, the future is lived, not imagined. In a world where radical technology advances are taken for granted, Media Lab researchers design technologies for people to create a better future.”

   “Now entering its 25th year, the MIT Media Laboratory, under the direction of Frank Moss (MIT PhD, 1977), is focusing on “human adaptability”—work ranging from initiatives to treat conditions such as Alzheimer’s disease and depression, to sociable robots that can monitor the health of children or the elderly, to the development of smart prostheses that can mimic—or even exceed—the capabilities of our biological limbs.”
QUICK FACTS

- Year founded: 1985
- Director: Frank Moss
- Graduate Concentration: Media Arts and Sciences
- Number of Graduate Students (2010-2011): 139 (65 master's, 74 PhD)
- Number of Faculty and Principal Investigators: 28
- Number of sponsors: 60+
- Annual budget (2009-2010): approx. $25 million

“The MIT Media Lab applies an unorthodox research approach to envision the impact of emerging technologies on everyday life—technologies that promise to fundamentally transform our most basic notions of human capabilities. Unconstrained by traditional disciplines, Lab designers, engineers, artists, and scientists work atelier-style, conducting more than 350 projects that range from neuroengineering, to how children learn, to developing the city car of the future. Lab researchers foster a unique culture of learning by doing, developing technologies that empower people of all ages, from all walks of life, in all societies, to design and invent new possibilities for themselves and their communities.”

3. **IDEO** (http://www.ideo.com/) (a spin off business from Stanford’s dSchool)

From their website:

“Founded in 1991, IDEO* is an innovation and design firm that uses a human-centered, design-based approach to help organizations in the business, government, education, and social sectors innovate and grow in three ways:

Identify new ways to serve and support people by uncovering their latent needs, behaviors, and desires.

Visualize new directions for companies and brands and design the offerings - products, services, spaces, media, and software - that bring innovation strategy to life.

Enable organizations to change their cultures and build the capabilities required to sustain innovation.

IDEO (pronounced "eye-dee-oh") is an award-winning global design firm that takes a human-centered approach to helping organizations in the public and private sectors innovate and grow.

We identify new ways to serve and support people by uncovering latent needs, behaviors, and desires.

We envision new companies and brands and design the products, services, spaces, and interactive experiences that bring them to life.

We help organizations build creative culture and the internal systems required to sustain innovation and launch new ventures.
IDEO, continued:

OUR APPROACH: DESIGN THINKING

"Design thinking is a human-centered approach to innovation that draws from the designer's toolkit to integrate the needs of people, the possibilities of technology, and the requirements for business success." — Tim Brown, president and CEO

In his book, Change by design: how design thinking transforms organizations and inspires innovation, Tim Brown: "Thinking like a designer can transform the way you develop products, services, processes—and even strategy."

4. Illinois Institute of Technology's Institute of Design (http://www.id.iit.edu/)

From their website:

"The Institute of Design (ID) is a graduate school of design at the Illinois Institute of Technology. We are dedicated to humanizing technology and improving the process of innovation, by developing and teaching a more methodological and human-centered approach to design. While most new products and services today are created in response to technology, marketing, or design trends, leading to a dizzying array of consumer choices that complicate our lives, we believe that real innovation starts with users' needs and employs a set of reliable methods, theories and tools to create solutions to their problems.

The Institute of Design's community extends beyond its core of faculty, staff and students. From our extensive alumni network, to individual supporters, corporate sponsors, firms that hire our graduates, and others, ID encompasses a global group of people and organizations who share our mission of promoting more user-centered, innovative design.

Their history has roots in the Bauhaus. In 1937, László Moholy-Nagy founded The New Bauhaus: Chicago School of Design at the invitation of the Chicago Association of Arts and Industries, in the hopes of modernizing the city's industrial and cultural base."

There is also a newer movement, From STEM to STEAM, gaining national traction. From a recent Art & Education article (http://artandeducation.net/announcements/view/1367):
“If you work in the fields of art and design, you are already well aware of their importance, and how creativity plays a vital role in the national innovation agenda. We have been working at Rhode Island School of Design to make this case clearer here in the U.S., and our voice has started to be heard. Rhode Island Congressman James Langevin has put forth a resolution in the House (House Resolution 1702) to honor the importance of art and design in the national STEM (Science, Technology, Engineering, Math) agenda – what we've been calling "STEM to STEAM" (Science, Technology, Engineering, Art, Math) here at RISD.”

**Bibliography**, a preliminary sample of current thinking regarding linkages between design and business (more references upon request):

- *Design Thinking: Integrating Innovation, Customer Experience, and Brand Value* by Thomas Lockwood, Alworth Press.
- *The Design of Business: Why Design Thinking is the Next Competitive Advantage* by Roger L. Martin.