

**BOARD OF HIGHER EDUCATION**  
**REQUEST FOR COMMITTEE AND BOARD ACTION**

**COMMITTEE:** Academic Affairs

**NO:** AAC 15-26

**COMMITTEE DATE:** January 20, 2015

**BOARD DATE:** March 10, 2015

---

**APPLICATION OF MASSACHUSETTS COLLEGE OF ART AND DESIGN TO AWARD  
THE DEGREE MASTER OF DESIGN IN DESIGN INNOVATION LEADERSHIP**

**MOVED:** The Board of Higher Education hereby approves the application of **Massachusetts College of Art and Design** to award the **Master of Design in Design Innovation Leadership**.

Upon graduating the first class for this program, the College shall submit to the Board a status report addressing its success in reaching program goals as stated in the application and in the areas of enrollment, curriculum, faculty, resources, and program effectiveness.

**Authority:** Massachusetts General Laws Chapter 15A, Section 9(b)

**Contact:** Winifred M. Hagan, Ed.D., Assistant Commissioner for Academic and Educator Policy

## BOARD OF HIGHER EDUCATION

January 2015

### Massachusetts College of Art and Design Master of Design in Design Innovation Leadership

#### INTENT AND MISSION

The mission of the Massachusetts College of Art and Design (MCAD) is to prepare students to participate in the creative economy as fine artists, designers, and art educators and to engage in the well being of society. The intent of the proposed Master of Design (MDes) program is to develop deep expertise in the practices of design and business through an integrated, broad-based curriculum that uses market challenges and social initiatives as the context for learning. It is intended that students will be prepared for employment as design strategists and innovation leaders within domains such as design consulting firms, corporations, nonprofits, educational institutions, or entrepreneurial ventures. It is also expected that graduates will be prepared to lead in a variety of fields that combine competencies in design with business acumen. It is intended that the proposed program utilizes the arts as an economic, innovative force and a strategic resource in educating new social and cultural leaders in Massachusetts.

The proposed program has obtained all necessary governance approvals on campus and was approved by the Massachusetts College of Art and Design Board of Trustees on November 3, 2014. The required letter of intent was circulated on October 8, 2014. No comments were received.

#### NEED AND DEMAND

##### *National and State Labor Market Outlook*

U.S. Department of Labor, Bureau of Labor Statistics provided indicators<sup>1</sup> showing three of the relevant areas for an MDes, that are projected to see growth from 2012-2022. These include business and financial operations occupations which are expected to grow by 12.5%; specialized design services expected to grow by 20.4%; and management, scientific, and technical consulting services expected to grow by 40.8%. In Massachusetts it is expected that the relevant areas of growth during 2012-2022 for MDes graduates will include training and development specialist at 33%; postsecondary art, drama and music teachers at 19.4%; and graphic designers at 16%<sup>2</sup>.

---

<sup>1</sup> US Department of Labor, Bureau of Labor Statistics. Retrieved 2/17/2014  
<http://www.bls.gov/ooh/arts-and-design/home.htm> 02/17/2014

<sup>2</sup><http://lmi2.detma.org/OccupationProjection.asp>

### *Student Demand*

MCAD has conducted conversations with recent graduates, alumni, and students who are reported to have expressed a desire and need for stronger business skills. When told about plans for the proposed curriculum, alumni and students indicated this would meet an existing need. In dialog with industry leaders about skill sets for innovation, MCAD found feedback that pointed to the integration of design thinking and business acumen.

## **OVERVIEW OF PROPOSED PROGRAM**

Design Strategy is reported by MCAD to be an emerging field and discipline of study, which helps firms, businesses, established companies and startups to determine what to make and do, why to make or do it, and how to innovate contextually, both immediately and over the long term. This process involves the strategic interplay between design and business. MCAD plans that the proposed program will be located in the college's Department of Industrial Design. It is expected that the program will be a full-time, two-year, 60 credit-hours, interdisciplinary program, preparing graduates to lead the design and planning of new products, services, environments, systems and organizations.

### *Duplication*

MCAD found that according to The Industrial Designers Society of America (IDSA) there are 61 Industrial design programs in 24 states in the United States, two of which are in Massachusetts: MCAD and Wentworth Institute. Of the 61 programs, 41 are National Association of Schools of Art and Design (NASAD) accredited and of the 41 NASAD accredited programs 23 have graduate level master programs, none of which are in the state of Massachusetts. Thus, there is no other NASAD accredited graduate program of Industrial Design in Massachusetts.

## **ACADEMIC AND RELATED MATTERS**

### *Admission*

The admissions requirements for the proposed MDes program are consistent with MCAD graduate admissions requirements, which include a statement of purpose, current résumé that includes a description of their professional experience, portfolio documenting recent artwork, three letters of recommendation, an official transcript documenting and earned baccalaureate degree, and demonstration of English proficiency, as necessary. Students will also be expected to provide evidence of a minimum 3.0 grade point average; a completed graduate program application, with an essay on the rationale for applying to the MDes program. International Students will be required to provide an official Transcript Translation and Evaluation and TOEFL/ IELTS for non-native English speakers.

Students applying to the MDes program with no formal studies in art or design will be expected to demonstrate readiness by taking a series of art or design courses at MCAD depending on the individual student needs. A representative selection of potential prerequisite courses are depicted in the table below.

Potential Undergraduate Prerequisites		
EDID-215	Industrial Design Principles	3 cr.
EDID-225	Industrial Design Form	3 cr.
EDID-205	Drawing for Designers	3 cr.
HART-386	Communication Design History	3 cr.
EDID-245	Human Factors-Ergonomic	3 cr.
EDID-345	Industrial Design I	3 cr.

It is expected that prerequisites could range from 3 to 18 credits selected from existing undergraduate baccalaureate courses in Industrial Design. Students applying for transfer into the MDes program from another graduate program may apply for up to six credits.

### Program Enrollment Projection

	# of Students Year 1	# of Students Year 2	# of Students Year 3	# of Students Year 4*
New Full Time	8	10	12	12
Continuing Full Time		8	10	12
Totals	8	18	22	24

#### *Curriculum (Attachment A)*

A total of 17 required courses are planned for the program with elective course choices and credits comprising of interdisciplinary open studio learning experiences commensurate with individual student needs.

### RESOURCES AND BUDGET

#### *Fiscal (Attachment B)*

It is expected that some costs for the proposed program will be absorbed by existing budgets and others will be covered by tuition revenues.

#### *Faculty and Administration (Attachment C)*

MCAD anticipates that the proposed program will have a faculty member also serving as director and working with the Dean of Graduate Studies and the Graduate Council. This position is planned to build, implement, and evaluate the program. The Dean and the Council will report to the Provost. This dual governance is expected to ensure the program development aligns with the mission of the college and intent of the program. It is expected that the program Director also works closely with the Dean to develop the enrollment management and budget within the larger context of graduate programs and institutional

mission. Existing full time faculty and part time instructors will teach much of the coursework in the MDes program with the majority of graduate business courses, planned to be taught by adjunct faculty.

### *Facilities, Library and Information Technologies*

Program facilities are planned to include physical spaces that promote cohort learning, group and individual projects, and space to leave work-in-progress as it is developed. It is planned that open, group space with technologies and access to appropriate software will be available. It is also expected that students will have access to MCAD printing facilities, a modeling shop area alongside a flexible space for group work, and space for iterative prototyping. MCAD anticipates that students will access prototyping equipment for wood, plastic and mixed materials as well as digital prototyping equipment. MCAD is in the final phases of construction of a new Center for Design and Media in the heart of the Huntington Avenue campus. The new program is expected to fit well in this new facility.

The Morton R. Godine Library serves the MCAD community with an array of collections and services. It houses approximately 100,000 print books, which relate mostly to the art and design fields, and it provides access to an additional 150,000 ebooks in a variety of subject disciplines. MCAD users have access to over a million items through the Fenway Libraries Online (FLO) consortium. The library maintains subscriptions to hundreds of journals in both print and online formats and it provides access to numerous electronic resources including Art Source, Artstor, Design and Applied Arts Index, Jstor, and Lynda.com. In order to enhance accessibility to these resources, the library uses LibGuides as its research guide platform and collaborates with faculty to develop guides on a subject and course level basis. In addition to offering these print and digital resources, the Godine Library maintains the College's archives and both catalogs and houses master's theses and other archival documents as well as items in special collections. The library is active in providing bibliographic instruction, with approximately 160 individual sessions scheduled annually. Most sessions focus on research and help to develop students' information literacy skills. Others acquaint students with the library's holdings in archives and special collections. MCAD librarians provide research support to members of the community by staffing a reference desk and by answering questions by phone and email.

### *Affiliations and Partnerships*

MCAD is part of The Professional Arts Consortium (ProArts), an association of six neighboring institutions of higher education in the Boston area dedicated to the visual and performing arts. The member schools are Berklee College of Music, The Boston Architectural College, The Boston Conservatory, Emerson College, MCAD, and the School of the Museum of Fine Arts, Boston. The ProArts consortium enables students to cross-register with participating institutions.

MCAD graduate students are also eligible to enroll in classes at MIT and other Association of Independent Colleges of Art and Design (AICAD) institutions. Students visit the host institution with a signed cross-registration form from the Registrar, and are registered for the course at both institutions with grades sent between Registrar offices. Students are registered as if they were taking a course at their home institution and are included in the home institution

tuition. Prior to starting the coursework, the program director, department chair, and registrar authorize courses and credits to be earned.

In addition, MCAD has articulation agreements with Melbourne University/Victorian College of Art, Australia; Universidad de Cuenca, Ecuador; Kyoto University of Art and Design, Japan; ArtEZ Institute of the Arts (AKI), Willem de Kooning Academie, and Gerrit Rietveld Academie, Netherlands; Korea National University of Arts, South Korea; University of Barcelona, Spain; Edinburgh College of Art, Glasgow School of Art, and University for the Creative Arts; United Kingdom.

### *Field Experiences and Internships*

It is not expected that an internship will be a requirement of the program. However, it is anticipated that the program director will work with the Career Development Office as opportunities for elective paid internships are developed. The undergraduate industrial design program has a history of collaborative classroom projects with businesses such as Bose, Reebok, Timberland, Staples, High Resolution, Unilever, and non-profit charitable organizations. It is expected that the MDes program will extend and develop further collaboration once the program has been approved. The Career Development Office regularly develops, organizes, and administers over 150 internships per year. For example, the undergraduate internship numbers for Summer and Fall 2014 internships totaled 163 and were approved for academic credit. This includes 14 Industrial Design students. It is expected that MDes program will access this resource and develop internships in conjunction with industry advisors once the program is approved. MCAD has provided a list of advisory group members and their affiliations

### PROGRAM EFFECTIVENESS

<b>Goal</b>	<b>Measurable Objective</b>	<b>Strategy for Achievement</b>	<b>Timetable</b>
Upon completing the requirements for MDes in Innovation Leadership students/graduates will secure employment within the field. <i>(Effectiveness)</i>	1. High job placement rates	1. Schedule review of portfolios by experienced professionals 2. Internship opportunities lead to subsequent job opportunities 3. Work with Career Services and Alumni Services to develop networks	Ongoing
Students will be provided exemplary academic and thesis advising. <i>(Quality)</i>	1. Graduation rates 2. Contact hours/rates with advisor	1. Schedule annual retreats and departmental meetings to assess curriculum 2. Review boards, monitor student progress, preparedness, and conversance	Ongoing
Students will create high-quality thesis projects. <i>(Relevance)</i>	1. Final review grades 2. External reviewer assessments	1. Provide access to faculty input, excellent facilities and in-depth review board assessments	Continual
Create a financially stable program that contributes to the institution. <i>(Sustainability)</i>	1. Year-to-year budget planning and reporting	1. Meet annually with CFO to plan for personnel and resources in relation to desired cohort size	Ongoing

### EXTERNAL REVIEW AND INSTITUTIONAL RESPONSE

The program proposal was reviewed by Thomas Lockwood, Ph.D., founding partner, Lockwood Resource International Design, Innovation and Creative leadership consulting and recruiting firm in Boulder CO; and past president and board member for Design Management Institute, in Boston, MA. The program was also reviewed by Anthony Guido, MS, program Director at the University of the Arts, Industrial Design program in Philadelphia PA; and Principal Designer at IT:TG Whole Systems Design, a strategic whole systems sustainable design and development service bureau also in Philadelphia.

The reviewers found the proposal to be consistent with institutional mission, well developed, organized and structured to prepare students for professional practice. The review team reported that the proposed program meets a growing need for hybrid thinkers who can combine design, strategy and business knowledge to create meaningful innovation. The curriculum was described as rigorous and well-sequenced with a research component that engages students to conduct projects in professional practice. The external reviewers recommended greater emphasis on experiential design, some instruction on organizational development and change management, and increased engagement in real-world market challenges and social initiatives.

MCAD's response was to modify a few of the proposed course titles, and the corresponding descriptions and curricular contents, and to amend instructional topics in an organizational change and development course, consistent with the recommendations made by the team.

### **STAFF ANALYSIS AND RECOMMENDATION**

Staff thoroughly reviewed all documentation submitted by **Massachusetts College of Art and Design** and external reviewers. Staff recommendation is for approval of the proposed **Master of Design in Design Innovation program**.

## ATTACHMENT A: CURRICULUM OUTLINE

<b>MDes Required (Core) Courses</b> <b>(Total # of courses required = 17)</b>		
Course Number	Course Title	Credit Hours
EDID 601	Experience Design Lab I	3
EDID 602	Storytelling Studio	3
EDID 603	Design Innovation Lab I	3
EDID 604	Managerial Accounting for Designers	3
EDID 605	Offsite Team building Retreat	1
EDID 611	Experience Design Lab II	3
EDID 612	Integration Lab A - "Answering What?"	3
EDID 613	Business Models and Stakeholders	3
EDID 614	Marketing and Brand Development	3
EDID 621	Market Insight Lab I	3
EDID 622	Integration Lab B - Social Responsibility	3
EDID 623	Thesis Project I	3
EDID 624	Business Plan "Sustainability"	3
EDID 625	Offsite Team building Retreat	1
EDID 631	Leadership Design Lab	3
EDID 632	Integration Lab C - Social Responsibility	3

EDID 633	Thesis Project II	3
EDID 634	Organizational Behavior	3
EDID 635	Thesis Defense	1
	Subtotal # Core Credits Required	51
<b>Elective Course Choices (Total courses required =3)</b>		
Open Studio Electives: Due to the interdisciplinary commitment of the MDes program, any MassArt or ProArts consortium course may be taken as a graduate-level elective in consultation with the program advisor.		
	Subtotal # Elective Credits Required	9
<b>Curriculum Summary</b>		
	Total number of courses required for the degree	[22]
	Total credit hours required for degree	60

**ATTACHMENT B: BUDGET**

One Time/ Start Up Costs	Cost Categories	Expenses			
		Year 1	Year 2	Year 3	Year 4
	Full Time Faculty	\$48,000	\$98,880	\$101,846	\$104,901
	Part Time/Adjunct Faculty	\$32,000	\$65,920	\$67,898	\$69,935
\$10,000.00	Program Director and Staff	\$16,000	\$16,480	\$16,974	\$17,484
\$3,000.00	General Administrative Costs (GAC)	\$11,600	\$26,127	\$32,868	\$36,820
	Instructional Materials, Library Acquisitions	\$5,000	\$7,500	\$7,500	\$7,500
	Facilities/Space/ Equipment	Included in GAC			
	Visiting Artist/Lecturers	\$5,000	\$5,000	\$5,500	\$5,500
	Boot camp retreat	\$10,000	\$15,300	\$15,610	\$15,927
5000.00 from 01.15 to 08.1	Marketing	Included in GAC			
5000.00 from 01.15 to 08.1	Other (Specify) Conference, Travel Costs	\$5,000	\$5,200	\$5,500	\$6,000
<b>\$23,000.00</b>	<b>TOTALS</b>	<b>\$132,600</b>	<b>\$240,407</b>	<b>\$253,696</b>	<b>\$264,067</b>

One Time/Start Up Costs	Revenue Sources	Annual Income			
		Year 1	Year 2	Year 3	Year 4
	Grants				
	Tuition	\$193,440	\$435,442	\$547,806	\$613,675
	Fees (Boot Camp Retreat)	\$2,080	\$4,820	\$6,068	\$6819
	Departmental				
	Reallocated Funds				
	Other (specify)				
	<b>TOTALS</b>	<b>\$195,520</b>	<b>\$440,262</b>	<b>\$553,874</b>	<b>\$620,494</b>

	Start-up costs	2015	2016	2017	2018
Total Tuition and Fees		\$195,520	\$440,262	\$553,874	\$620,494
Total Expenses	(\$23,000)	(\$132,600)	(\$240,407)	(\$253,696)	(\$264,067)
<b>Net Operating Income</b>	<b>(\$23,000)</b>	<b>\$62,920</b>	<b>\$199,855</b>	<b>\$300,178</b>	<b>\$356,427</b>

**ATTACHMENT C: FACULTY FORM**

Name of faculty member (Name, Degree and Field, Title)	Check if Tenured	Courses Taught Put (C) to indicate core course. Put (OL) next to any course currently taught online.	Number of sections	Division of College of Employment	Full- or Part-time in Program	Full- or part-time in other department or program (Please specify)	Sites where individual will teach program courses
Anderson, Judith MS Industrial Engineering, BS Mechanical Engineering Associate Professor	X	Integration Lab A (C) Thesis Project I (C)	1 1	Day School	Full time	Yes – Full time Industrial Design	Main Campus
Fischer, Lars MBA, BFA Industrial Design Associate Professor	X	Experience Design Lab I(C) Integration Lab C (C)	1 1	Day School	Full time	Yes – Full time Industrial Design	Main Campus
Read, James MFA Industrial Design, BFA in Fine Arts Professor	X	Storytelling Studio (C) Business Models and Stakeholders (C) Integration Lab B(C) Thesis Project II (C)	1 1 1 1	Day School	Full time	Yes – Full time Industrial Design	Main Campus
Reavey, Heather BID in Industrial Design Assistant Professor		Design Innovation Lab I (C) Experience Design Lab II (C) Experience Design Lab III (C) Leadership Design Lab I (C)	1 1 1 1	Day School	Part time	Yes – Part time Industrial Design	Main Campus