



UNC CHARLOTTE

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March 11, 2008

Dr. Harold L. Martin
Senior Vice President for Academic Affairs
University of North Carolina General Administration
Post Office Box 2688
Chapel Hill, North Carolina 27515-2688

Dear Dr. Martin:

Enclosed is UNC Charlotte's request for authorization to establish a Master of Urban Design. The proposed program emerged from the campus strategic planning process and responds to the demands of our rapidly developing region.

Thank you for your consideration of this request. Provost Joan Lorden or I would be pleased to respond to any questions that you may have regarding this request.

Cordially,

Philip L. Dubois
Chancellor

PLD/cfh

Enclosure (5 copies of the proposal)

cc: Provost Joan F. Lorden
Dean Ken Lambla

APPENDIX III

THE UNIVERSITY OF NORTH CAROLINA REQUEST FOR AUTHORIZATION TO ESTABLISH A NEW DEGREE PROGRAM

***INSTRUCTIONS:** Please submit five copies of the proposal to the Senior Vice President for Academic Affairs, UNC Office of the President. Each proposal should include a 2-3 page executive summary. The signature of the Chancellor is required.*

Date March 6, 2008

Constituent Institution: The University of North Carolina at Charlotte

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

CIP Discipline Specialty Number: 04.0301 Level: B M 1st Prof D

Exact Title of Proposed Program: Master of Urban Design

Exact Degree Abbreviation (e.g. B.S., B.A., M.A., M.S., Ed.D., Ph.D.): M.U.D.

Does the proposed program constitute a substantive change as defined by SACS? Yes No

a) Is it at a more advanced level than those previously authorized? Yes No

b) Is the proposed program in a new discipline division? Yes No

Proposed date to establish degree program (allow at least 3-6 months for proposal review):

month August *year* 2009

Do you plan to offer the proposed program away from campus *during the first year of operation*?

Yes No

If so, complete the form to be used to request establishment of a distance learning program and submit it along with this request.

Proposed Master of Urban Design (M.U.D)

Executive Summary

There are eight main topics addressed by this brief summary:

1. Definition of Urban Design:

Urban design integrates the separate disciplines of architectural design, landscape design, land use planning, transportation policy, development economics, and engineering. It draws together the factors involved in making sustainable human settlements – environmental responsibility, social equity and economic viability – and melds them with aesthetically attractive and safe public environments through processes that involve design research and practice, participatory democracy, and physical construction.

2. Program Focus:

The Master of Urban Design (M.U.D) program is an applied research and design degree, structured to prepare beginning and mid-career design and planning professionals to engage complex issues faced by contemporary towns, cities and regions in the United States. It pays particular attention to the American South and takes advantage of its location in Charlotte, which as one of the fastest growing cities in the United States has attracted considerable national and international interest by rapidly transforming itself into a globalizing southern metropolis. The program's focus on creating the new southern city - increasingly viewed as a potential model for the next

phase of urbanization in the global economy – involves examining the post-industrial landscapes being reshaped by information technology, global capital movements, rapidly shifting demographics, soaring urban growth, and new environmental challenges of sustainable development.

3. Student Audience:

The program will have a broad and inclusive admissions policy to attract a cross-disciplinary group of students pursuing academic opportunities and mid-career enhancement, and to meet a growing need in the planning profession for expertise in urban design. The program will be designed to fit the needs of both full-time and part-time students to serve the needs of students and professionals in the region.

4. Collaboration with other programs on campus:

The new program will specifically collaborate with other programs (particularly the Master of Architecture, the Master of Arts in Geography [Community Planning Track] and the newly proposed Master of Science in Real Estate [MSRE]). The M.U.D program will work towards the creation of dual degree options such as M. Arch / M.U.D; Master of Arts in Geography (Community Planning) / M.U.D; and MSRE / M.U.D. The M.U.D program will comprise 36 credit hours, the same as the Master of Arts in Geography (Community Planning). The typical curriculum is organized into a three-semester, full-time format of three 12 credit hour blocks, each comprised of one 6-hr studio and two 3-hr seminar courses. (Applicants with no previous design training may be required to enroll in a short summer preparatory course). However, to accommodate a potentially large pool of part-time students these courses must be able to be taken in independent 3- and 6-hour increments across six or possibly even eight semesters.

5. Similar Regional Programs:

No master's level urban design degrees are currently offered by any public or private university in North Carolina. NC State College of Design has various courses in urban design in their curriculum, including an option for "Design and the Urban Context" as part of their Ph.D. in Design program, but no equivalent master's degree program in the discipline of urban design.

The Master of Regional Planning (MRP) at UNC Chapel Hill is a two-year professional program that focuses largely on non-design skills within the planning profession.

Within the immediate southeast region, only Savannah College of Art and Design (SCAD) and Georgia Institute of Technology offer substantial graduate degree studies in urban design. SCAD operates a 90-credit hour Master of Urban Design degree, while Georgia Tech offers substantive instruction in urban design within their Master of Architecture program as well as in a 3-yr full-time dual Master's degree in Architecture and City and Regional Planning.

6. Venue:

The M.U.D program would eventually be housed in the new UNC Charlotte Center City Building. This facility would provide an "immersion" experience for M.U.D students with all M.U.D coursework based in that building. The Charlotte Community Design Center (CCDC), will also be housed in the new Center City Building, and would form the research arm for the M.U.D

program. The CCDC would develop an applied research-intensive agenda and independent funding streams intended to supplement faculty research interests and graduate research assistantships.

7. Staffing and Resources:

The M.U.D program will be staffed by core College of Architecture faculty with skills in architecture, urban design, urban history, planning, community development and landscape architecture who will be complemented by one extra faculty hire for an open position in 2008-09 and by one additional new faculty member anticipated during the 2011-12 academic year.

Several faculty from other departments and adjunct and visiting faculty from a range of professional disciplines will provide students with a broad perspective on the physical, social, political and economic aspects of urban design.

New administrative positions will be required, as the current College of Architecture administrative structure cannot handle a whole new degree program, complete with dealing with advising, recruitment, admissions, graduate student assistantships, etc. These new administrative positions would comprise some combination of: M.U.D Program Coordinator plus an administrative support position, a Coordinator of the newly reformed CCDC, plus an administrative assistant.

The implications of these new teaching and administrative loads imposed by the M.U.D program on the operation of the College of Architecture have been carefully assessed by the Dean and Chair, and resource, hiring and teaching plans have been adjusted accordingly to provide maximum flexibility and coordination.

The budget for the first three years of the M.U.D program envisages additional expenditures of approximately \$346,000 on new faculty, staff, equipment, additional library facilities, and general furniture and fittings.

8. Timing:

It is anticipated that the program would admit its first students in the Fall of 2009.

I. DESCRIPTION OF THE PROGRAM

A. Describe the proposed degree program (i.e., its nature, scope, and intended audience).

The Master of Urban Design (M.U.D) program is an applied research and design degree, structured to prepare beginning and mid-career design and planning professionals to engage complex issues faced by contemporary towns, cities and regions in the United States. It pays particular attention to the American South and takes advantage of its location in Charlotte, which as one of the fastest growing cities in the United States has attracted considerable national and international interest by rapidly transforming itself into a globalizing southern metropolis. The program's focus on creating the "new southern city" - increasingly viewed as a potential model for the next phase of urbanization in the global economy – involves examining the post-industrial landscapes being reshaped by information technology, global capital

movements, rapidly shifting demographics, soaring urban growth, and new environmental challenges of sustainable development.

The premise of the M.U.D program is that urban design is a fusion of physical design, public policy and implementation strategies. It mediates the professional disciplines of architecture, landscape architecture, planning, development and engineering that together structure our urban environment, and it constructs collaborations between these specialists and the citizens affected by urban development. Urban design has become an essential element in the design and delivery of places and communities that are sustainable on all counts, creating social, environmental and economic value.¹

The program will have a broad and inclusive admissions policy to attract a cross-disciplinary group of students pursuing academic opportunities and mid-career enhancement, and to meet a growing need in the planning profession for expertise in urban design. The program will be designed to fit the needs of both full-time and part-time students to serve the needs of students and professionals in the region.

The M.U.D program will comprise 36 credit hours, the same as the Master of Arts in Geography (Community Planning) and similar to the proposed Master of Science in Real Estate at UNC Charlotte. The typical curriculum is organized into a three-semester, full-time format of three 12 credit hour blocks, each comprised of one 6-hour studio and two 3-hour seminar courses. However, to accommodate a potentially large pool of part-time students these courses will be able to be taken in independent 3- and 6-hour increments across six or eight semesters. (Applicants with no previous design training may be required to enroll in an additional short summer preparatory course). This curriculum structure is described in detail in Section III.D. below).

Beyond its specific discipline, the new Master of Urban Design program is specifically intended to foster opportunities for students to pursue dual degree options at UNC Charlotte, including M.U.D and the existing Master of Architecture; M.U.D and the existing Master of Arts in Geography (Community Planning); and M.U.D and the newly proposed Master of Science in Real Estate.

B. List the educational objectives of the program.

- Increase the knowledge base and skills in urban design for professionals in the disciplines of architecture, landscape architecture and planning.
- Create opportunities for interdisciplinary research into issues of urban design and town planning relevant to expanding and changing “New South” cities such as Charlotte.
- Promote critical thinking, analysis and synthesis relative to contemporary urban design problems in American cities.
- Promote a wide-ranging and global understanding of current issues and developments in urban design, particularly in relation to nations along the fast-developing Pacific Rim.
- Provide “real world” learning opportunities for students through the development of design studies directly related to important local environmental, social and infrastructural issues.

¹ English Partnerships and the Housing Corporation, 2007. Delivering Quality Places: Urban Design Compendium 2. London: English Partnerships.

- Increase students' understanding and expertise in matters of "sustainable urban design": that is, physical design at various scales that contributes to the environmental, social and economic development of communities while minimizing the use of resources.
 - Provide a firm theoretical and historical grasp of urban design and planning concepts from the late nineteenth century to the present.
 - Provide the opportunity for interdisciplinary electives in the related fields of Community Planning and Real Estate Development.
- C. Describe the relationship of the program to other programs currently offered at the proposing institution, including the common use of: (1) courses, (2) faculty, (3) facilities, and (4) other resources.

The M.U.D program will operate as a semi-independent unit within the auspices of the College of Architecture, or the renamed School of Architecture within the proposed new College of Arts and Architecture after that merger has been carried forward. (For clarity and convenience, this document uses "College of Architecture" unless otherwise stated to describe the administrative unit as the future changes, although planned and endorsed by the UNC Charlotte administration, are not yet approved by university's governance structure).

The coursework in the M.U.D program provides much of the material for the more modest "urbanism" concentration within the Master of Architecture curriculum. In addition to limited overlap or cross-listing of some courses between the M.Arch and M.U.D programs, other course cross-references with other departments and colleges are noted in Section I.C.1 below.

1. Courses:

Two existing Architecture elective courses are currently required classes in the Community Planning track of the Master of Arts in Geography program – ARCH 6050 Dilemmas of Modern City Planning and ARCH 6050 Community Planning Workshop. Both of these courses will become required seminars in the Master of Urban Design program while retaining their elective status in the Architecture curriculum. Several other existing architecture courses will become electives and be renumbered with a MUD prefix. These renumbered courses are described in more detail in Section III.D below:

- ARCH 6050 Real Estate Development Studies;
- ARCH 6050 Urban Form, Context and Economics;
- ARCH 6050 The Changing Urban Landscape;
- ARCH 6050 Mayors' Institute on City Design / South;
- ARCH 6050 Public Space in Cities;
- ARCH 6050 Urban Settlements (to be renamed *Introduction to Urban Design*);
- ARCH 6050 Shaping the American City; and
- ARCH 6050 Strategies for the Public Realm.

Over twenty (20) other 5000, 6000 and 7000 level courses are currently offered in the Geography, Sociology, Engineering, History, Public Administration and Business curricula that are very relevant as elective courses for the Master of Urban Design program. A full list of these courses is provided in Appendix III to this document. Many of these renumbered architecture courses, together with the new studio and seminar courses created for the Master of Urban Design curriculum, will in turn be available as electives for students in the Master of Architecture programs, the Master of

Arts in Geography (Community Planning Track) and in the newly proposed Master of Science in Real Estate.

2. Faculty:

The M.U.D program will share faculty with the undergraduate and graduate Architecture degree programs. Four existing full-time faculty (with one additional hire slated during the 2008-2009 academic year to fill an existing open position) will teach the required classes and many of the elective courses. One further hire is scheduled within the first three years of the program (2009-2012) to bring additional high-level urban design skills to the program, and one or two further hires are anticipated in subsequent years (2012-2015) relative to the growth of the program. These latter hires would specifically be focused on the development of a substantive research agenda. Students in the M.U.D program will be encouraged to also take classes from the Geography, Real Estate, Public History and Sociology curricula, so faculty in these programs will effectively support the M.U.D program via elective course offerings.

More information on faculty can be found in Section IV, below, p.24.

3. Facilities:

From 2010 on, the M.U.D program will be housed in its entirety in the newly constructed UNC Charlotte building at 9th and Brevard Streets in the Center City and coordinated with the work of the Charlotte Community Design Center (CCDC) established in 1999. This building will be shared with the Belk College of Business and the Office of Continuing Education. The M.U.D program will occupy approximately 5,400 square feet of studio, office, workroom and storage space plus the street level gallery space for presentations. Other spaces such as conference rooms, computer rooms, faculty and student lounges will be shared with other users of the building.

The proximity of faculty and students in the Real Estate program will create exciting and useful synergies based around mutual and interdisciplinary interests. The CCDC will operate as a wide-ranging community design center, initiating design research and solutions on topics of community development and revitalization. As such the CCDC will provide a venue for practical and applied research within the Charlotte metropolitan region for students in the M.U.D program, the M.Arch program, and possibly also from the Master's programs in Real Estate and Community Planning. The location of the UNC Charlotte Center City Building provides ample opportunity for local design and planning professionals to participate in the M.U.D program as adjunct faculty and visiting critics. This location, and the emphasis of the M.U.D program on applied research and design solutions, also provides a direct expression of the University's commitment to engaging and assisting local and regional communities in solving pressing environmental, social and economic problems.

Until the Center City Building is completed, the M.U.D program will be housed temporarily within the Storrs architecture building on campus.

4. Other Resources:

Maximum use will be made of communal resources available within the new Center City Building in terms of shared use of and access to IT infrastructure,

linking this building with the main campus. The program will be serviced by the new rapid-response delivery service for the Center City Building planned by the Library on the main campus (see also Section V, below). However, because of the immersive nature of the M.U.D program, in that all urban design teaching and research within the architecture curriculum will be based in Center City, there will need to be some provision of immediate in-house library resources over and above this service. This is particularly relevant to the duplicate provision of a small core collection of books (approximately 100 volumes) and periodicals covering contemporary urban design and planning.

II. JUSTIFICATION FOR THE PROGRAM—NARRATIVE STATEMENT

A. Describe the proposed program as it relates to:

1. The institutional mission and strategic plan

The new program fits neatly within the University's mission to provide for "the educational, economic, social and cultural advancement of the people of North Carolina through . . . professional educational opportunities, research and collaborative relationships. . . UNC Charlotte has a special responsibility to build the intellectual capital of this area. As such it serves the research and . . . education needs of the greater Charlotte metropolitan region." In particular the new program provides specific educational and research opportunities in the field of **Urban and Regional Development**, noted as category #3 of the seven listed categories of the University's mission relative to the needs of the Charlotte region.

The proposed program is also connected to a range of University goals, including the following, indicated as phrases (in **bold**) from the UNC Charlotte Office of Academic Affairs and quoted in the College of Architecture's approved Strategic Plan for the period 2005-2010:

- a) To enhance educational opportunities at the . . . master's . . . level that are **responsive to the intellectual, cultural and economic needs** of the region and which **serve a diverse community of learners**.
- b) To develop **nationally recognized programs of research and scholarship** that will expand the frontiers of **knowledge**, solve problems at the **interface of disciplines**, and promote the application of **discovery**.
- c) To **respond to regional needs** and contribute to the economic future of the region through **leadership** in service, research and education and through **partnerships** with public, private and non-profit organizations.
- d) To graduate students **with intellectual and professional skills and a global perspective** that can be broadly applied to an ever-changing world.

This proposed new degree program also fits exactly with the detailed intentions specified in the College of Architecture's adopted Strategic Plan for the period 2005-2010 (also noted in **bold** below). Those relevant to this program are:

- a) **Increase the quality of academic opportunities and standards through program development** . . . In particular, **add . . . Master of Urban Design** graduate program.
- b) **Maintain a strong identity for collaborative initiatives through dual and interdisciplinary degree programs and research**. In particular, **design "dual/interdisciplinary" graduate degree programs** with **Community Planning and Real Estate**.

c) Focus on community development processes through global practices, local and regional environmental needs and public policies.

2. Student demand

The main target audiences are:

- a. architects who want to gain skills in urban design;
- b. landscape architects who want to gain skills in urban design;
- c. planners with limited design experience who want to gain skills in urban design. (This is potentially a substantial pool of applicants: nearly 20% of respondents to the survey noted below held a planning qualification);
- d. architectural students seeking to specialize in their course of study at graduate level as an alternative or companion qualification to professional licensure;
- e. students enrolled in other master's programs who are seeking a dual degree; e.g. M.Arch / M.U.D; M. S. in Real Estate / M.U.D; Master of Arts in Geography (Community Planning) / M.U.D
- f. Foreign students, who traditionally make up a fairly large percentage of applicants to urban design programs across the nation.

The Master of Urban Design degree thus serves two broad categories of students:

- 1) Those who have already completed a degree program in architecture, landscape architecture, environmental design, or other professional design degree program in a nationally accredited institution; and
- 2) Those whose previous degree is outside the fields of architecture, in urban planning, urban or environmental studies, or other non-design based degree path.

These target audiences are deliberately defined as wide as practicable in order to attract the largest possible number of applicants from a variety of disciplines to a new program in a competitive field. This mix helps create the cross-disciplinary synergy of skills important to successful urban design and development.

As is made clear from the survey responses noted below, many of these students and professionals will need the opportunity to study part-time, not as a second-rate option to full-time, but as a primary means of educational delivery. While this pool of potential part-time students in the region may be expected to gradually diminish over time, and be replaced by a growing number of full-time students, the very real need for part-time education frames both enrollment policy and the design of the curriculum itself. This leads to a reappraisal of faculty teaching schedules and class timing, whereby many of the classes would be offered in the late afternoon, in the evenings or on weekends -- or online. This last option is currently under active study by faculty who will be teaching in the new M.U.D program.

From these potential applicant groups it is anticipated that the program would admit between 10-15 students a year (full- and part-time) for the first five years of the program, growing perhaps to 15-20 students per year thereafter (see Section II.C below).

To arrive at these projections, and in addition to the requisite study of comparative programs at other American universities, extensive surveys were taken of students and alumni of the College of Architecture and of local architecture, landscape architecture and planning firms (including local authority planning departments in the region). In this way, the course planning committee was able to quantify and validate the considerable amount of anecdotal evidence collected by faculty regarding the need for a graduate program in urban design at UNC Charlotte. The summary results of these surveys were as follows.

Total surveys completed	278	(to date)
Respondents interested in M.U.D	191	(68%)
Preferred program start date:		
Fall 2008	62	(36%)
Summer 2009	19	(11%)
Fall 2009	48	(28%)
Later than 2009	42	(25%)
Preference for full-time study	25	(11%)
Preference for part-time study	193	(84%)
Other	12	(5%)
Course delivery options (respondents could opt for more than one):		
Traditional weekday classes	45	(19%)
Summer classes	63	(26%)
Foreign study classes	46	(19%)
Night classes	165	(69%)
Weekend classes	158	(66%)
On-line classes	203	(85%)

Comments from the survey were uniformly positive, and included sentiments such as the following small sampling:

"I think this is a great idea! Especially having classes at the Uptown location."
 "Offering classes with the working professional in mind is a wonderful idea. This offering would really set UNC Charlotte apart from other schools . . ."
 "I think that a Masters in Urban Design program would be a fantastic idea . . ."
 "I believe it would be great for Charlotte and the university."
 "Very much needed in NC."
 "Great idea!!! NC definitely needs a program like this."
 "Excellent idea. We would definitely consider hiring graduates of the program."

This study confirms what faculty have known for some time: in the Charlotte region, and in the larger North Carolina state area, a substantial demand exists for a graduate qualification in urban design. Over and above that, research into other programs elsewhere in the nation has shown a consistent enrollment in such specialized programs. For example, three highly regarded programs used as benchmarks, the University of Michigan, the University of California at Berkeley, and the University of Colorado at Denver (a particularly appropriate comparison due to urban growth patterns and demographic similarities to the Charlotte and Denver metropolitan regions), regularly admit 10 – 15 students per academic year.

One other specialized program, the combined Master of Urban Planning, Design and Development (M.U.P.D.D) at Cleveland State University, enrolls much larger numbers, as many as 67 students per year into that cross-disciplinary program. This level of demand suggests that the ability for UNC Charlotte students to combine urban design with planning and real estate qualifications in dual-degree programs specifically envisaged as extensions of the M.U.D program can effectively increase enrollment over and above those students interested in only urban design. The Cleveland program is discussed in more detail in Section III.A.2 below.

The statistical preference in the survey for part-time study is natural given the nature of large sections of the potential audience: young or mid-career professionals working in regional offices. However, the minority interest in full-time study is likely to grow substantially as the program becomes known and recognized beyond North Carolina. The development of a solid core of full-time students is an important component for building the research trajectory of the program; part-time students, although very valuable to the program, are more interested in the study of urban design as a direct means of career enhancement; they are less likely to be commit themselves to a longer term research agenda constructed around the interests of full-time students and faculty. This important relationship between full- and part-time study is examined in more detail in Section III below.

3. Societal need (For graduate, first professional, and baccalaureate professional programs, cite manpower needs in North Carolina and elsewhere.)

The “societal need” of the new M.U.D program may be defined at two levels: first, the relevance of the program’s mission and educational objectives to the anticipated future needs of the Charlotte region, the State of North Carolina, and to the larger “sunbelt” region of the southern USA; and secondly in terms of the program’s response to the needs in these areas for professionals with up-to-date urban design skills and abilities to work across a variety of environmental and design disciplines. There is a shortage of qualified professionals in urban design, due in substantial part to the relative paucity of graduate educational opportunities in urban design within North Carolina and adjacent states (see Section II.B.1 below).

To meet both these needs, this program will establish design and research expertise relevant to the Charlotte metropolitan area in particular, the Carolinas in general and to the larger umbrella of the Southeastern USA and other “sunbelt” states. As noted on page 1 of this document, this chosen focus can best be summarized as “The Global South: Creating the Sustainable Southern City.” There is a developing body of literature regarding the transition of the American South from a predominantly rural economy and culture to one that now interfaces with culture and capitalism on a global scale. In particular, Charlotte’s transformation from a “southern backwater” to a globalizing southern city is especially noteworthy, and attracts considerable interest nationally and internationally as Charlotte and the “Urban South” are increasingly viewed as templates for the next phase of global urban transition.²

² See: Smith and Graves, Global Charlotte: The Evolution of a Contemporary ‘New South’ City (Athens: University of Georgia Press, forthcoming); see also: Peacock, et al, The American South in a Global World (Chapel Hill: University of North Carolina Press, 2005); Cobb and Stueck, Globalization and the American South (Athens: University of Georgia Press, 2005).

The design implications of this theme, and how physical design can contribute to sustainable communities in the context of global capitalism, will directly influence the research activities and pedagogy of the program, bridging both theoretical and applied realms of urban design. This context will form the backdrop against which faculty-directed research can advance the state of the art while providing up-to-the-minute teaching and learning opportunities for faculty and students alike.

Through design studies of the Charlotte region, the program will develop a research focus that provides a resource base and investigative design tools to examine important local issues, and to investigate how Charlotte's processes and patterns of urbanization may be prototypical of larger scale changes throughout the contemporary South and beyond.

Within this context, issues of sustainable urbanism, with their physical, environmental, socio-cultural and economic dimensions, form the recurring sub-themes of design research and practice activities. This consistent focus of research and teaching about urban design in all its dimensions will usefully distinguish the program from others elsewhere in the nation that are organized around the traditional "urban design center" with student work predicated on purely local issues and problem solving.

The M.U.D program's research focus will thus enable it to serve as a regional "think tank" aimed at examining the territory between urban design and economic development, cultural and ecological sustainability, architecture and landscape design. The M.U.D program at UNC Charlotte will thus offer students relevant design skills with which to influence urban life under the pressures of globalization, environmental change, and cultural diversification.

4. Impact on existing undergraduate and/or graduate academic programs of your institution. (e.g., Will the proposed program strengthen other programs? Will it stretch existing resources? How many of your programs at this level currently fail to meet Board of Governors' productivity criteria? Is there a danger of proliferation of low-productivity degree programs at the institution?)

The new program will strengthen the graduate offerings currently available at UNC Charlotte, specifically by collaborating with other programs – particularly the Master of Arts in Geography (Community Planning) and the proposed new Master of Science in Real Estate (MSRE). Other departments and colleges on campus that currently provide elective coursework that is relevant for the M.U.D program include: the College of Business; the College of Engineering; the Department of Sociology; the Public Administration program; and the Department of History. Interdisciplinary connections with these programs will likewise bolster graduate offerings at the University.

As discussed previously, the Master of Urban Design degree is planned to function in two ways:

- i) As a stand-alone qualification for those students and professionals who desire focused expertise in a high-demand professional discipline; and
- ii) As one component of dual degree options such as M. Arch / M.U.D; Master of Arts in Geography (Community Planning) / M.U.D; and Master of Science in Real Estate / M.U.D. Significant and positive conversations have already taken place with relevant faculty in the Department of Geography and Earth Sciences and the College of Business to initiate this dual degree structure as a development of successful experiments with dual degree frameworks for M.

Arch / M.B.A and M. Arch / M.A. Geography (Community Planning). As noted above, these dual degree options will both strengthen each individual program and also provide students with valuable skills and breadth of experience with which to address urgent and changing problems of urbanization within the greater Charlotte region and beyond.

There is also the potential for collaborative cross-reference with the Ph.D. program in Global Studies under consideration at UNC Charlotte, which has "Urbanization" as one of its four themes, and, even more strongly, with the new collaborative venture between the Urban Institute, the Visualization Center and the Renaissance Computing Institute (RENCI) to study patterns and trends in growth and urbanization. (A Letter of Support from Mr. Jeff Michael, Director of the Urban Institute, together with similar expressions of support for the new M.U.D program from faculty in the Community Planning and Real Estate programs are included in Appendix I.)

All these collaborative connections, plus the documented need and professional support for the M.U.D program in the Charlotte region (see also the Letters of Support from regional architecture professionals in Appendix I) provide solid evidence that this new program is not likely to become a "low-productivity degree program." Parallel evidence is also provided by the College of Architecture's steadily increasing enrollment in both its M.Arch I and M.Arch II graduate degree programs.

- B. Discuss potential program duplication and program competitiveness.
1. Identify similar programs offered elsewhere in North Carolina. Indicate the location and distance from the proposing institution. Include a) public and b) private institutions of higher education.

No master's level urban design degrees are currently offered by any public or private university in North Carolina. NC State College of Design has various courses in urban design in their curriculum, including an option for "Design and the Urban Context" as part of their Ph.D. in Design program, but no equivalent master's degree program in the discipline of urban design.

The Master of Regional Planning (MRP) at UNC Chapel Hill is a two-year professional program that focuses largely on non-design skills within the planning profession. One option of study comprises "Planning & Landscape Architecture," with a 15-credit hour sub-specialty of "Design and Preservation of the Built Environment" which contains one 3-hour course on "Theories and Principles of Urban Design."

East Carolina University offers a 15-credit hour Certificate of Urban Design as part of their undergraduate B.Sc. in Urban and Regional Planning program. Appalachian State provides a master's degree in Geography and Planning, but with no urban design component. NC A&T University offers undergraduate instruction in landscape architecture but without any particular urban design emphasis.

Within the immediate southeast region, only Savannah College of Art and Design (SCAD) and Georgia Institute of Technology offer substantial graduate degree studies in urban design. SCAD operates a 90-credit hour Master of Urban Design degree, while Georgia Tech offers substantive instruction in urban design within their Master of Architecture program as well as in a 3-yr full-time dual Master's degree in Architecture and City and Regional Planning.

The University of Virginia offers a two-semester certificate of American Urbanism, and operates a graduate program in urban and environmental planning with an emphasis on sustainability but without a primary urban design component. Clemson University has an urban design emphasis within its landscape architecture program, while the University of Tennessee at Knoxville, although it offers no urban design degree, does have a graduate option of urban design study for a semester at the Nashville Civic Design Center. Virginia Tech at Blacksburg does not offer an urban design degree, but does operate a combined three- or four-year dual degree of Master of Landscape Architecture and Master of Urban and Regional Planning which includes some urban design course material.

In short, there are very few equivalent master's degree programs in urban design offered within the southeast region, and none in North Carolina. There are only 24 graduate level programs providing graduate level qualifications in urban design (in a variety of formats) nationwide, although this number is growing as the demand for research, education and training in this discipline increases. Three notable programs -- at the University of Michigan, UC Berkeley and the University of Colorado at Denver -- have been used as comparisons in the development of this program proposal (see Section II.C, below).

2. Indicate how the proposed new degree program differs from other programs like it in the University. If the program duplicates other UNC programs, explain a) why is it necessary or justified and b) why demand (if limited) might not be met through a collaborative arrangement (perhaps using distance education) with another UNC institution. If the program is a first professional or doctoral degree, compare it with other similar programs in public and private universities in North Carolina, in the region, and in the nation.

As noted in Section II.B.1 above, there are no equivalent master's level programs in urban design in the State of North Carolina, and few in the southeast region of the USA. Although the urban design program sits comfortably within the expanding pedagogy of the College of Architecture, its interdisciplinary nature, bridging architecture, landscape design, planning and development, transcends the scope of any purely architectural curriculum.

Equally, the program's strong basis in the physical design of neighborhoods, public spaces, building massing and urban infrastructure distinguishes the program from any planning curriculum, and it provides a compatible extension to the companion program in Community Planning at UNC Charlotte.

- C. Enrollment (baccalaureate programs should include only upper division majors, juniors and seniors).

Headcount enrollment

Show a five-year history of enrollments and degrees awarded in similar programs offered at other UNC institutions (using the format below for each institution with a similar program); indicate which of these institutions you consulted regarding their experience with student demand and (in the case of professional programs) job placement. Indicate how their experiences influenced your enrollment projections.

There is no similar program offered by any university in the UNC system. The tables below have been developed from information culled from similar programs nationwide and provide one frame of reference for the enrollment projections at UNC Charlotte.

Institution: University of Colorado at Denver

Program Title: Master of Urban Design

	(2003-04)	(2004-05)	(2005-06)	(2006-07)	(2007-08)
Enrollment	14	14	14	14	14
Degrees awarded	Not available	Not available	Not available	Not available	Not available

Institution: University of California at Berkeley

Program Title: Master of Urban Design

	(2003-04)	(2004-05)	(2005-06)	(2006-07)	(2007-08)
Enrollment	10	10	10	10	10
Degrees awarded	Not available	Not available	Not available	Not available	Not available

Institution: University of Michigan

Program Title: Master of Urban Design

	(2003-04)	(2004-05)	(2005-06)	(2006-07)	(2007-08)
Enrollment	15	9	13	16	14
Degrees awarded	12	8	11	11	11

Use the format in the chart below to project your enrollment in the proposed program for four years and explain the basis for the projections:

	Year 1 (2009 - 2010)	Year 2 (2010 -2011)	Year 3 (2011 - 2012)	Year 4 (2012 -2013)
Full-time	3	4	5	6
Part-time	7	7	7	9
TOTALS	10	11	12	15

Please indicate the anticipated steady-state headcount enrollment after four years:

Full-time 6-8 Part-time 9-12 Total 15-20

The proportion of full-time to part-time students recognizes the likely preponderance in the early years of the program of part-time students from the local region. However, as national publicity about the program and recognition of its work product extends to a wider audience, it is likely that the desired steady state numbers of the program in its fifth year of operation and beyond, between 15 and 20 students a year, will include a larger proportion of students seeking full-time educational opportunities.

The numbers, especially for the later years of the M.U.D program, also include an allowance for additional students pursuing dual degrees with

M.Arch, M.A. in Geography (Community Planning) or M.S. in Real Estate. It is anticipated that the number of dual degree students will grow, as the dual degree programs provide valuable interdisciplinary career qualifications. The large enrollment and graduation numbers noted earlier for the multi-disciplinary program at Cleveland State University (see also Section III.A.2, below) clearly indicate there is a substantial demand for professional qualifications that combine urban design, planning and development. The potential dual degree structures relative to this M.U.D program at UNC Charlotte should be able to capitalize on this demand in a high-growth area such as the Charlotte region. Accordingly, these projection figures may be considered conservative in their estimation.

SCH production (upper division program majors, juniors and seniors *only*, for baccalaureate programs).

Use the format in the chart below to project the SCH production for four years. Explain how SCH projections were derived from enrollment projections (see UNC website for a list of the disciplines comprising each of the four categories).

Year 1	Student Credit Hours		
Program Category	UG	Masters	Doctoral
Category I			
Category II			
Category III		142	
Category IV			

Year 2	Student Credit Hours		
Program Category	UG	Masters	Doctoral
Category I			
Category II			
Category III		166	
Category IV			

Year 3	Student Credit Hours		
Program Category	UG	Masters	Doctoral
Category I			
Category II			
Category III		190	
Category IV			

Year 4	Student Credit Hours		
Program Category	UG	Masters	Doctoral
Category I			
Category II			
Category III		234	
Category IV			

SCH production is calculated as follows:

Each part-time student is calculated using an average of 5 credit hours per semester (10 per year).

Each full-time student is calculated using the full load of 12 credit hours per semester (24 per year).

III. PROGRAM REQUIREMENTS AND CURRICULUM

A. Program Planning.

1. List the names of institutions with similar offerings regarded as high quality programs by the developers of the proposed program.

University of Michigan
 University of Colorado at Denver
 University of California at Berkeley
 University of Pennsylvania
 Georgia Institute of Technology
 Harvard University
 New York Institute of Technology
 City College of New York
 Arizona State University

2. List other institutions visited or consulted in developing this proposal. Also discuss or append any consultants' reports, committee findings, and simulations (cost, enrollment shift, induced course load matrix, etc.) generated in planning the proposed program.

Special study was also made of the Master of Urban Planning, Design and Development (M.U.P.D.D) program at Cleveland State University, which integrates planning, design and development into one course of study. The figures below indicate a very substantial demand for the mix of subject areas and disciplines that will be available to dual degree master's students at UNC Charlotte.

Institution: Cleveland State University

Program Title: Master of Urban Planning, Design and Development

	(2003-04)	(2004-05)	(2005-06)	(2006-07)	(2007-08)
Enrollment	53	54	45	67	67
Degrees awarded	19	25	24	Not available	Not available

B. Admission. List the following:

1. Admissions requirements for proposed program (indicate minimum requirements and general requirements).

As noted in Section II.A.2 above, incoming students will be considered for admission from a variety of academic and professional backgrounds, including:

- M. Arch (2 or 3 year architecture professional degree)
- B. Arch (5 year professional degree)
- B.A / B.S. / B. Env. Des. (4-year non-professional architecture degree)
- B.L.A (4-year landscape design non-professional degree)
- M.L.A (2 or 3 year landscape architecture professional degree)
- B.A / B. S. in Urban and Regional Planning (undergrad planning degree)
- M.A / M.S. in Urban and Regional Planning (graduate planning degree)
- Mid-career planning professionals with undergraduate and graduate degrees in public policy, public administration or urban studies.

Generally students will be expected to possess graduate or undergraduate GPAs of 3.0. Students with GPAs of between 2.75 and 3.0 may be considered for admission in exceptional circumstances where they can demonstrate and document extensive professional work experience of high quality.

Acceptable scores on the verbal, quantitative and analytical sections of the Graduate Record Examination (GRE) are scores of 500 on each of 2 out of 3 sections. The aggregate GRE scores should be in the upper 50th percentile. The equivalent standard for the Miller Analogy Test (MAT) is a score of 40 or above.

For applicants whose native language is not English, the program requires a minimum score of 220 (computer-based test) or 557 (paper-based test) on the Test of English as a Foreign Language (TOEFL).

2. Documents to be submitted for admission (listing or sample).

In addition to the admissions materials required by the Graduate School, the College of Architecture requires the submission of a portfolio of creative or professional work. Applicants to the M.U.D program should submit examples of work that offer evidence of creativity, self-motivation and critical appraisal. Applicants to the program must offer significant evidence of a mastery of professional design-based or planning-based skill and knowledge.

Students who complete the professional track of the four-year Bachelor of Arts in Architecture degree program at UNC Charlotte and meet the following criteria will be permitted automatic admission to the M.U.D Program:

- Students must complete their undergraduate degree with a 3.25 grade point average in Architecture courses.
- Students must complete their undergraduate degree with a 2.75 grade point average overall, and a junior/senior grade point average of 3.0 overall.
- Students must complete a Statement of Purpose describing their objectives relative to graduate study.
- Students must fulfill the University's Graduate School application requirements in effect at the time of their application.

UNC Charlotte students who do not meet the grade point average requirements noted above may submit an application for admission to the M.U.D program for consideration with applicants from other programs.

C. Degree requirements. List the following:

1. Total hours required. Major: 36 Minor: N/A
2. Proportion of courses open only to graduate students to be required in program (graduate programs only).

All courses are designed primarily as graduate-only courses. However, 6000 level seminars will be open to fifth year architecture students *if places are available* at the discretion of the M.U.D Program Coordinator. No undergraduates or fifth year students may enroll in any studio courses in the M.U.D program.

3. Grades required.

There are no special grade requirements for the M.U.D program over and above those normally required by UNC Charlotte Graduate School policies.

In order to meet UNC Charlotte's Graduate School requirements for degree candidacy, all graduate students must receive a written certification from their department confirming successful Capstone Project defense. This report requires approval from the M.U.D Program Coordinator and an endorsement from the (future) Director of the School of Architecture. (See note to Section VII, Administration, below, regarding the planned future changes from the College of Architecture to a School of Architecture within a new College of Arts and Architecture). The completion of this report results in the granting of the degree.

4. Amount of transfer credit accepted.

Transfer credit is normally limited to a maximum of six hours of graduate credit.

Waiver credit may be allowed if a student can demonstrate that a course or courses taken in his or her undergraduate curriculum equals or exceeds in both content and rigor of a course or courses required in the graduate curriculum. If a required course in the curriculum is waived, the student will be allowed to fill those credit hours with another course as advised by the M.U.D Program Coordinator.

5. Other requirements (e.g. residence, comprehensive exams, thesis, dissertation, clinical or field experience, "second major," etc.).

Capstone Urban Research and Design Project

The Capstone Urban Research and Design Project serves as the requisite studio experience that builds upon foundational and intermediate studios, advanced seminars and directed or independent research for all M.U.D students. The Capstone Project is defined as an urban research-based design project that comprehensively demonstrates the student's ability to conceptualize, prepare, organize, and design within an urban environment. The Capstone Project is typically addressed in a collective research-based studio, which focuses upon a specific set of issues under the direction of a designated faculty member. The studio is a collaborative setting in which various issues and forces that impact contemporary urban environments are addressed with each student contributing expertise as a member of a team.

Independent Research Project

Upon approval, a student may engage an Independent Urban Research and Design Project in the final year of the M.U.D program. An Independent Research Project is defined as an urban design project that demonstrates the student's ability to independently identify and engage a specific set of issues, urban analysis, and a set of research-based design proposals for a site or sites. Such a project must engage and explicate primary source material leading to project work possessing an original premise and applied research outcomes that results in a physical design proposal for a specific site or sites in which civic, community, and/or social activities are to take place.

The student works independently with a committee during the final year of study to complete the project. All students must demonstrate research and design competency to the satisfaction of the M.U.D Program Coordinator before they engage an Independent Research Project.

Research Opportunities

Students may elect to receive course credit for work performed with faculty and/or other researchers within the College of Architecture or other urban related disciplines across campus who are conducting professional, scholarly, applied, and/or creative research within the following specialized fields:

- urban design
- urban theory
- urban history
- sustainable urbanism
- urban visualization studies
- community development
- community planning; and
- real estate development design and economics.

These activities may be engaged through existing units within the College of Architecture such as the Digital Design Center and the Charlotte Community Design Center, or through individual faculty research projects and ongoing professional practice. Students may also complete the requirements by securing their own grants and funding to study a well-defined and focused urban design issue. Student initiated research of this type must be approved both by the M.U.D Program Coordinator and/or the Coordinator of the Charlotte Community Design Center in consultation with the M.U.D Program Coordinator.

International Study Option

Students may elect to enroll for elective credit (max. 6 hours) in College of Architecture international study programs, and/or enroll in similar programs offered by other accredited institutions if these programs provide clear urban design content and are approved by the Program Coordinator. The College has long-standing study/travel programs in both Italy and Spain. Students have also pursued study opportunities in the Netherlands, Australia, Canada, China, and the United Kingdom through programs offered within the College and the University.

6. Language and/or research requirements.

There are no special foreign language requirements for the M.U.D program. (Appropriate TOEFL scores are required for entry, noted in Section III.B.1 above).

Research options are noted in Section C.5 above.

7. Any time limits for completion.

As per Graduate School regulations. No course credit can be more than six years old at the time of graduation.

- D. List existing courses by title and number and indicate (*) those that are required. Include an explanation of numbering system. List (under a heading marked “new”) and describe new courses proposed

General Curriculum Framework

The M.U.D is a 36 credit hour program organized into full-time and part-time options:

1. A three-semester, full-time format of three 12 credit hour blocks, each comprised of one 6-hr studio and two 3-hr seminar courses; or
2. A sequence of independent 3- and 6-hr increments for part-time study spread typically across six to eight semesters. In the part-time sequence, studios would need to be taken in their strict pedagogical order. Seminars listed under the full-time scenario as studio co-requisites in the detailed course descriptions below would become studio *pre-requisites* for part-time students and thus be taken in an earlier semester. Full-time students would begin their studies in the fall; part-time students may begin their studies with elective courses in the spring semester within a specific program of study approved by the M.U.D Program Coordinator.

Studios would take the following format with an ascending order of complexity. Each studio would be a prerequisite for subsequent studios:

Studio 1	Urban Design Fundamentals
Studio 2	Sustainable Regional Urbanism (Intermediate level)
Studio 3	Advanced Capstone Urban Research and Design Studio
	This may be group work or individual research/design projects.

A full-time course plan would thus comprise the following sequence:

Fall 1	12 credit hours
Studio 1	Urban Design Fundamentals (6)
Seminar 1	Dilemmas of Modern City Planning (3) (Co-requisite to Studio 1)
Seminar 2	Introduction to Urban Design (3) (Co-requisite to Studio 1)
Spring 1	12 credit hours
Studio 2	Sustainable Regional Urbanism (6)
Seminar 3	Community Planning Workshop (3)
Seminar 4	Elective (3)
Fall 2	12 credit hours
Studio 3	Advanced Capstone Urban Research and Design Studio / or Independent Research Project (6)
Seminar 5	Elective (3)
Seminar 6	Elective (3)

Part-time study plans would vary according to student circumstances, but one typical framework, where the student takes a maximum of 6 credit hours a semester over a three-year period could be as follows. (This is illustrative only).

Fall 1	6 credit hours
Seminar 1	Dilemmas of Modern City Planning (3) (Pre-requisite for Studio 1)
Seminar 2	Introduction to Urban Design (3) (Prerequisite for Studio 1)
Spring 1	6 credit hours
Seminar 3	Community Planning Workshop (3)
Seminar 4	Elective (3)

Fall 2	6 credit hours
Studio 1	Urban Design Fundamentals (6)
Spring 2	6 credit hours
Studio 2	Sustainable Regional Urbanism (6)
Fall 3	6 credit hours
Studio 3	Advanced Capstone Urban Research and Design Studio / or Independent Research Project (6)
Spring 3	6 credit hours
Seminar 5	Elective (3)
Seminar 6	Elective (3)

For students interested in pursuing dual degree options with Architecture, Community Planning and Business / Real Estate Development, specific course plans would be worked out whereby elective slots in one program could be filled by certain required courses in the other and vice versa. For example, the Master of Arts in of Geography (Community Planning) curriculum has 21 hours (7 x 3-hr classes) as core coursework, 9 hours of electives and a 6-hour capstone research project. A dual degree track would allow the 9 elective hours in Community Planning to be filled by three M.U.D seminars, and three elective slots in the M.U.D program (9 hours) to be filled with Community Planning required core courses. In this way the total credit hours for the combined dual degree equals 54, achievable in 4 or 5 semesters by a full-time student. The 54 credit hour total reflects UNC Charlotte's Graduate School criteria that dual degree tracks may achieve efficiencies that effectively reduced individual degree course credit hour totals by 25%.
(36+36 = 72 – 18(25%) = 54)

Catalogue Copy Course Descriptions

Studio Courses (* required)

All M.U.D studio courses are technically new courses and noted as such in a separate section below. However, many of them are reformulations of existing architectural studios under the Urbanism concentration. All are required courses.

Seminars

MUD 6050. Dilemmas of Modern City Planning. (* required) (3)

The patterns of man's settlement are predicated upon particular paradigms of urbanism, as well as more pragmatic concerns of politics, economics and geography. An examination of these influences and their interconnections provides the necessary theoretical and historical background from which to propose improvements to the contemporary landscapes of our cities. (Fall)
Pre- or co-requisite for MUD 6111 studio.

MUD 6050. Community Planning Workshop. (* required) (3)

This course serves to acquaint students with contemporary theory and practice in planning and urban design; to give students experience in applying planning and urban design theory and methods to actual problems; to provide students with experience in compiling and analyzing community scale data, working with citizens, professional planners and designers, and elected officials to provide students with experience in the preparation of oral reports and technical documents; and to examine what it means for the planner and

urban designer to demonstrate ethical responsibility to the public interest, to clients and employers, and to colleagues and oneself. *(Spring)*

MUD 6050. Urban Settlements. (3)

An urban settlement, for the purposes of this course, is a city, town or a part of either, in which inhabitants live, work, learn, recreate and worship in close proximity to one another. To make a building is to make a constituent part of a settlement. To make a settlement is to consider the location, form and meaning of its constituent parts both as positive forms (masses) and the interstitial spaces (voids) they make. This course will explore the discipline of Urban Design as an extension of the disciplines of both Architecture and Landscape Architecture. (This course will be restructured and retitled *Introduction to Urban Design*; see section on new courses, below).

MUD 6050. Shaping The American City. (3)

Throughout the Twentieth Century urban politics, policies, and programs have shaped the space of the American City, including the architecture of urban settlement patterns, public space, transportation, and housing. An understanding of the political/social/historical/spatial foundations of urban policies in relation to the American City is critical in understanding the development of our current urban patterns, the spatial distribution of people and resources, and the future production of architecture and design in urban settings. *(Spring)*

MUD 6050. The Changing Urban Landscape: The Development of Uptown Charlotte, 1875-2000. (3)

The design and evolution of cities is a reflection of evolving attitudes about gender, race, crime and socioeconomic conditions as well as governmental interventions and the efforts of private enterprise. Charlotte's center city is a unique result of those many influences and serves as an excellent laboratory for gaining an understanding of the forces that shape the making of the places we live. *(On Demand)*

MUD 6051. Mayors' Institute on City Design / South. (3)

The Mayors' Institute on City Design is comprised of a series of symposia on city design. At each meeting of the Institute, mayors and designers discuss specific problems facing cities and examine a broad range of design ideas, examples from other cities, and strategies to make improvements. Each student will be assigned a mayor and a city with which to work and will develop a case study for that city. Whenever possible, students will make site visits and help determine how the design arts can benefit the development of their particular city. The goals of the course are to familiarize students with the basic techniques of urban analysis and principles of urban design; introduce students to the interrelationships between urban form, building use and transportation, economics, and politics; consider the role of the public in civic design; and consider strategies for a more sustainable and ecologically appropriate urban architecture. *(On Demand)*

MUD 6051. Real Estate Development Studies: Introduction to Real Estate Development. (3)

The production of buildings requires both architectural and economic skill. Likewise, the production of our landscape is both a private and public endeavor. To balance these skills and endeavors requires an understanding of basic facts. This course focuses on an introduction to the real estate development process. Course material, lectures and case studies focus on the

identification and evaluation of critical assumptions and issues related to market and site feasibility, financial feasibility, planning, acquisition, construction, and operation of economically viable commercial real estate projects. *(Fall, Spring)*

MUD 6051. Public Space in Cities. (3)

The public realm has historically constituted a set of real places possessing physical form and has been the setting for civic and communal life. This traditional role of public space is brought into question by the advent of cyberspace, with unknown consequences for city form. This course focuses on the origins and transformations of public space within American culture, and to understand principles of urban design as they have related to the creation of public space during different historical periods. Course material will also focus on the historical connection between the public realm and democratic principles, and the threats to the continued existence of truly public space in American cities. *(Spring, alternate years)*

MUD 6051. Strategies for the Public Realm. (3)

Contemporary theories and practices in urban design underscore the connection between the citizen and the public realm and between the physical and social attributes of the city. Urban design is not so much an aesthetic as it is a strategy for change, transformation, dialogue, and interaction. Urban design is the link between architecture and urbanism, tying together the city's disparate parts and celebrating the complexity and connectedness of space. *(Spring, alternate years)*

MUD 6051. Urban Form, Context and Economics. (3)

Urban development and redevelopment can be considered typologically in two main categories: large "catalyst" projects (performing arts centers, entertainment complexes, and other large, mixed-use projects); and smaller, incremental interventions in the urban setting that lack glamour but contribute much needed depth and complexity to the urban environment. This course focuses on how and why urban projects are formulated by public and private interests. It engages the conceptual origins, design development and production of urban projects large and small, in an effort to understand the relationship between development economics, social factors, program development, design concepts and urban contexts. *(Spring)*

New Courses

Studio Courses:

MUD 5050. Introductory Design Experience. (3)

Prerequisite: B.A., B.S. or equivalent college degree.

This introductory graduate course is intended for students without a design background newly admitted to the College of Architecture's Master of Urban Design program. This three week, intensive studio-based course includes an introduction to drawing, 2-D and 3-D composition, urban form and theories of the city. In addition, the course offers an introduction to a variety of related topics (urban history, the structure of social spaces, buildings in contexts, etc.) that serve as critical departure points for understanding and making urban design projects. *(Summer)*

MUD 6111. Urban Design Fundamentals.* (6)

Pre- or co-requisites: MUD 6050 Dilemmas of Modern City Planning and MUD 6050 Introduction to Urban Design

This introductory urban design studio focuses on fundamental concepts as well as the acquisition and practice of a wide range of technical and graphic skills and media. It is intended to complement the topics engaged in MUD6050 Introduction to Urban Design and to serve as an arena to explore and test the issues encountered in that course through the act of making civic and social spaces. *(Fall)*

MUD 6112. Sustainable Regional Urbanism.* (6)

Prerequisite: MUD 6111.

This intermediate design studio focuses on the sustainable development of site(s), space(s), and design process issues as well as the continued acquisition and practice of a variety of technical and graphic skills. Exploration into the creative and appropriate use of a variety of media is addressed. *(Spring)*

MUD 7101. Advanced Capstone Urban Research & Design Studio.* (6)

Prerequisite MUD 6112.

This advanced design studio focuses on site-specific projects emphasizing methods of research and design and technological and systemic issues of sustainability in urban environments. This course will pursue a directed research agenda that will vary according to faculty interest, expertise and/or project requirements. In addition, this course may build upon the resources of the Charlotte Community Design Center. *(Fall)*

MUD 7102. Advanced Capstone Urban Research & Design Studio. (6)

Prerequisite MUD 6112. (Alternative timing/equivalent course for MUD7101)

This advanced design studio focuses on site-specific projects emphasizing methods of research and design and technological and systemic issues of sustainability in urban environments. This course will pursue a directed research agenda that will vary according to faculty interest, expertise and/or project requirements. In addition, this course may build upon the resources of the Charlotte Community Design Center. *(Spring)*

MUD 7134. Independent Capstone Research Project Studio. (6)

Prerequisite: MUD6112. (Alternative capstone course to MUD 7101 and MUD 7102)

This advanced studio offers support and structure for students undertaking their individualized project in the MUD program. This studio will focus upon an individually defined urban research and design project under the direction of a MUD faculty member. *(Fall, Spring)*

Seminar Courses:

MUD 6050. Topics in Urban Design Elective. (3)

Study of topical areas of urbanism and urban design. May be repeated for credit as topics of course change. *(Fall, Spring)*

MUD 6051. Advanced Topics in Urban Design Elective. (3)

Advanced study of topical areas of urbanism and urban design. May be repeated for credit as topics of course change. *(Fall, Spring)*

MUD 6050. Introduction to Urban Design. (* required) (3)

This introductory course is intended to give students a working knowledge of the discipline of Urban Design and its intellectual foundations, expose them to the syntax of urban space and its manipulation, and teach them to look critically at the built environment as a setting for human activity. Students

will gain an understanding of how architecture defines and delimits physical space; how places may be shaped and configured to better meet the needs--practical as well as spiritual--of human beings; and how urban formations can contribute to our overall sense of connectedness to place. Students will study local and historical examples of successful and unsuccessful urban design.

(Fall) Pre- or co-requisite for MUD 6111 studio. (This course is a restructured and retitled version of the existing course *Urban Settlements*)

MUD 6050. Post-C.I.A.M. Discourses on Urbanism. (3)

This seminar begins by re-examining the development and legacy of C.I.A.M.'s paradigms of urbanism. It lays the foundation for discussions of urban culture in the post-C.I.A.M. era. The course explores the theoretical works and architectural/urban design movements during the postwar period that reflect changing ideas about the city and urban cultures. *(Spring)*

MUD 6050. Urban Design in the Global Perspective: Case Studies. (3)

This course investigates the complex nature of urban design by examining precedents at the leading edge of practice. Essential theories and principles of urban design are discussed through analyses of projects both in the United States and throughout the world. Students are exposed to a series of important issues in urban design, such as downtown revitalization, waterfront redevelopment, high-density residence, remedy of edge cities, ecological planning, etc. Through case studies, students will develop critical skills in analyzing projects and they will develop theories about the design and implementation of projects in a plural environment where the interests of landowners, investors, consumers, citizens, interest groups, government officials and professionals intersect. *(On Demand)*

MUD 6050 Site, Sustainability & Planning. (3)

The goal of the course is to learn the concepts and methods needed to produce ecologically based site plans at a professional level. This project-based seminar course puts forth concepts and methods for developing ecologically based site plans within the context of economic and social issues. Students work in teams to generate redevelopment plans for sites that have a variety of environmental problems. To better understand the interface between architecture, urban design and ecologically based site planning, each student will also work individually to develop a microclimatic landscape plan for a chosen site within the project. Cross-listed as ARCH 6050.

MUD 6050 History of Urban Form. (3)

As city building has primarily been a cumulative project - with each generation applying their ideas and designs to established cities - the course examines the constraints and limitations posed by the existing built environment and how interventions within the urban fabric have been made in western cities from ancient Greece until the mid-twentieth century. Precedents to the western city as well as non-western urban forms will also be examined. For most times and places addressed, newly founded cities and idealized plans will be compared to the interventions made in existing cities.

MUD 6050 European Capital Cities. (3)

Capital cities have been designed and constructed with attention to the image of the nation and the state both abroad and at home: legitimacy is sought from others and unifying elements for the local population. In the design of nineteenth century European capital cities, there is also a simultaneous focus on both the past and future: national memory and

heritage sites played a role in the designs as much as desires to modernize. In addition to being the seats of government and expressions of political power, capital cities have also been envisioned as centers of culture, education, economy, trade, industry, and transportation. The course focuses mainly on the developments and dramatic urban transformations of nineteenth century Europe during the age of nationalism, but may also examine ancient, early modern, twentieth-century, and non-western capital cities for comparative purposes.

MUD 6051 Contested Sites and Cities. (3)

Political and violent conflict has often been concentrated within urban contexts: cities such as Jerusalem, Warsaw, Berlin, Guernica, , Belfast, Nicosia, Beirut, and Sarajevo have been not only sites of conflict in the twentieth century, but also protagonists within those conflicts. Thus cities can be understood as not only shaped by political processes but at the same time as shapers of the identities and events which occur within them. This course examines the layered history of cities whose meanings and political space have been contested by different groups and whose architecture and urban design reflects this. The overall idea and image of these cities as well as specific sites within them will be discussed.

MUD 6051. Landscape Urbanism: Landscapes and Ecologies. (3)

This course focuses upon issues of landscape and ecology within the urban environment. Landscape urbanism reorders the values and priorities of urban design, emphasizing the primacy of the void over built form, and celebrating indeterminacy and change over the static certainty of architecture. Its most powerful contribution, however, may be that it recalls nature's restorative cycles and tries to put them back to work in the city. This class aims to provide students with strategies for containing the impact of exploding urban growth in much of the world, but it also points to a particularly promising new direction for shrinking cities. *(Fall)*

MUD 6100. Directed Independent Study. (3)

Prerequisite: permission of the Program Coordinator and the graduate faculty member advising the study. This course enables directed individual study and in-depth analysis of a special area related to the interests of the student and the expertise of the advising faculty member. May be taken once for credit towards degree. *(Fall, Spring, Summer)*

MUD 7120. Graduate Summer International Study. (3)

Prerequisite: completion of first year of the M.U.D Program and approval of Program Coordinator.

MUD 7120 is an optional International Study course that M.U.D students may engage in the summer prior to their final year. The premise of this course is to allow graduate students to engage a summer experience abroad to support their growing knowledge of urbanism and urban design. *(Summer)*

MUD 7999. Graduate Residence. (1)

Prerequisite: Consent of the instructor(s) overseeing research and of the Program Coordinator.

Required of all Master's degree students who are working on a research project but are not enrolled in other graduate courses. *(Fall, Spring, Summer)*

IV. FACULTY

- A. List the names of persons now on the faculty who will be directly involved in the proposed program. Provide complete information on each faculty member's education, teaching experience, research experience, publications, and experience in directing student research, including the number of theses and dissertations directed for graduate programs. The official roster forms approved by SACS can be submitted rather than actual faculty vita.

The MUD program will be staffed by core College of Architecture faculty with skills in architecture, urban design, urban history, planning, community development and landscape architecture. Existing full-time faculty will be complemented by new faculty lines as well as adjunct and visiting faculty from a range of disciplines to provide students with a broad perspective on the physical, social, political and economic aspects of urban design. Several faculty from other departments on campus can also provide valuable course inputs.

On the next page is a list of the core faculty members, David Walters, Deborah Ryan, Jose Gamez and Zhongjie Lin, and their educational background. In addition, Dr. Emily Makas, architectural and urban historian, will provide regular urban history elective courses to enhance the scope and rigor of the history / theory component of the program. Faculty curricula vitae are provided in Appendix II.

Faculty Name	Title	Highest Degree and Institution	Other Degrees and Institutions
Jose Gamez	Assistant Professor	Ph.D. Architecture, University of California, Los Angeles	Master of Architecture, University of California, Berkeley; Bachelor of Environmental Design, Texas A&M University
Zhongjie Lin	Assistant Professor	Ph.D. Architecture, University of Pennsylvania	M.S. Architecture, University of Pennsylvania; Master of Architecture (Hons), Tongji University, China; Bachelor of Architecture, Tongji University, China
Deborah Ryan	Associate Professor	Master of Landscape Architecture, Harvard University	Bachelor of Environmental Design in Landscape Architecture, North Carolina State University
David Walters	Professor	Bachelor of Architecture (Hons), University of Newcastle-upon-Tyne, U.K. (British Terminal Degree; US. M. Arch equivalent)	Bachelor of Arts (Hons) in Architectural Studies, University of Newcastle-upon-Tyne, U.K.

B. Estimate the need for new faculty for the proposed program over the first four years. If the teaching responsibilities for the proposed program will be absorbed in part or in whole by the present faculty, explain how this will be done without weakening existing programs.

As noted in Section I.C.2, the successful development of this Master of Urban Design program will require the hiring of one additional full-time faculty member within the first three years over and above the open position due to filled in 2008-2009. Each of these new positions will focus on high-level urban design skills with a research emphasis compatible with the program focus. In the fourth, fifth or sixth years of the program, dependent in part on the growth rate of the program, it is planned to add one or two additional members with strong research pedigrees to the full-time urban design faculty. These latter hires would specifically be focused on the development of substantive research agendas for the M.U.D program and the University, particularly in collaboration with other University units undertaking advanced research in urban studies.

The Charlotte Center City location of the program will facilitate the hiring of selected adjunct faculty from the local professional communities of architects, landscape architects, planners and real estate developers. These adjunct faculty will be chosen on the basis of their relevant professional expertise in contemporary, advanced professional practice.

The staffing of this M.U.D program in the Center City Building will inevitably draw key faculty away from full-time teaching at the College of Architecture. Current hiring plans at the College of Architecture acknowledge this circumstance, and have been crafted to minimize this impact.

C. If the employment of new faculty requires additional funds, please explain the source of funding.

The addition of full-time faculty to the newly-named School of Architecture within the proposed new College of Arts and Architecture is based on the past, current, and future enrollment trends of the individual programs, including the M.U.D, and in the larger context of the School, the College, and the whole university. In addition to moneys available through these institutional metrics, private funds are being raised to create a "Distinguished Chair of Urban Design" position specifically for the M.U.D program.

D. Explain how the program will affect faculty activity, including course load, public service activity, and scholarly research.

Most of the full-time faculty in the M.U.D program will adopt a two course per semester teaching load, based on levels of scholarly activity. New administrative positions will be required once the program is established, which includes a M.U.D Program Coordinator. The Coordinator will carry a reduced teaching load because of the considerable amount of administrative work he or she has to deal with.

The establishment of M.U.D program is likely to enhance opportunities of public services and scholarly research for all faculty. Once the program is located in the new UNC Charlotte Center City Building, it will serve as a "window" to the greater community, and a regional "think tank" examining issues that bridge urban design and development, social and environmental sustainability, and architecture, landscape architecture and urban infrastructure. These activities are timely as the Charlotte region continues to grow rapidly, and the range of growth-related problems continues to increase.

V. LIBRARY

A. Provide a statement as to the adequacy of present library holdings for the proposed program.

Holdings are adequate. See Appendix IV for official Consultation on Library Holdings.

B. State how the library will be improved to meet new program requirements for the next five years. The explanation should discuss the need for books, periodicals, reference material, primary source material, etc. What additional library support must be added to areas supporting the proposed program?

The books, periodicals, and reference materials on urban design, urban studies, and urban engineering are currently shared among several programs at UNC Charlotte, such as Architecture, Geography, Engineering, History, Business, and Public Affairs. When the UNC Charlotte Center City Building is completed in 2010 and the M.U.D program is relocated, some additional (duplicate) holdings of books and periodicals (if possible) will need to be obtained for the program. The delivery service of Atkins Express recently launched by the library will help to support the teaching and research of programs located in a different campus; however, it is essential to build up a substantial core collection on site for more convenient and effective use, even if this means a certain amount of duplication with the collections in Atkins and the Charles C. Hight Architecture Library.

C. Discuss the use of other institutional libraries.

Currently, the major access to books and journal articles in other institutional libraries is through the Interlibrary Loan program. Depending on the availability of funds, data may be obtained from some online sources such as ProQuest Digital Dissertations, Google Books, and the electronic sector of scholarly journals.

VI. FACILITIES AND EQUIPMENT

A. Describe facilities available for the proposed program.

In the initial year of operation (2009-2010) the Master of Urban Design program will share space and resources with the other programs within the College of Architecture. Subsequent years will be housed in the new UNC Charlotte City Center Building as noted below and in Section C.3 above.

B. Describe the effect of this new program on existing facilities and indicate whether they will be adequate, both at the commencement of the program and during the next decade.

The facilities specifically programmed for the new UNC Charlotte Center City Building will generally be adequate to support the program during the next decade in terms of space and information technology needs (subject to normal updating of equipment). This Center City location at the heart of Charlotte's fast-changing and urbanizing region is important as the visible base for state-of-the-art teaching and research about urban issues, and as the focus for an interactive relationship with practicing professionals, many of whom work within walking distance of the new building.

As noted above in Section C.3, the urban design program will occupy approximately 5,400 square feet of studio, office, workroom and storage space plus the street level gallery space for presentations. Other spaces such as conference rooms, computer rooms, faculty and student lounges will be shared with other users of the building.

These new facilities provide a good foundation for the successful implementation of the new Master of Urban Design program.

However, there are specific costs associated with the urban design program in its satellite location from the main campus. In particular, and again as noted above, a focused, on-site library of books and journals covering the disciplines of architecture, landscape architecture, urban design and planning will be needed to serve the teaching and research needs of students and faculty. While some research needs can be met through online protocols and services, the ability of students and faculty to lay their hands on material at the time it is needed in the classroom is essential to the effective operation of the program. This need and expectation will inevitably lead to some duplication of material currently held in the Charles. C. Hight Architecture Library at Storrs and in the Atkins Main Library on campus.

C. Discuss any information technology services needed and/or available.

Computer facilities relative to urban design and planning research, such as ARCVIEW software and other Geographic Information System capabilities, together with advanced 3-D urban visualization tools will be needed at the Center City Building. These capacities are essential, and some can be made available to the new Real Estate program, also planned to be located in the facility. Costs for these items are included in the budget for the first three years of the M.U.D program (see Section XI, below).

D. Discuss sources of financial support for any new facilities and equipment.

Some furniture and equipment will be available through shared use of items purchased for the Charlotte Community Design Center prior to occupation of the Center City Building. However, a small amount of additional funding for miscellaneous equipment is included in the start-up budget for the M.U.D program, noted in Section XI, below.

Over and above these items, any additional new facilities and equipment will be funded through normal university funding sources. Supplemental funding from private sources and the construction and development industries will also be used for program enhancements.

VII. ADMINISTRATION

Describe how the proposed program will be administered, giving the responsibilities of each department, division, school, or college. Explain any inter-departmental or inter-unit administrative plans. Include an organizational chart showing the "location" of the proposed new program.

The proposed new M.U.D program has been planned within the College of Architecture, but after the planned reorganization of the College of Architecture and the Departments of Art and Art History, Dance and Theater, and Music into the new College of Arts and Architecture, the program will fall under the auspices of the newly created School of Architecture (SoA). The M.U.D program will be headed by a Program Coordinator who will report to the new position of Director of the School of Architecture who in turn will report to the Dean of the College of Arts and Architecture.

The Program Coordinator will hold the following responsibilities:

- i) The day-to-day administration of the M.U.D program;

- ii) Overseeing the program's pedagogical and curriculum development;
- iii) Administering the program budget within the amounts and guidelines set out by the Dean and the Director of the School of Architecture;
- iv) Advising students on their course plans and graduation requirements;
- v) Chairing the admissions committee for the program; and
- vi) Coordinating admissions procedures in concert with the Graduate School.

The Program Coordinator will be supported by a full-time administrative assistant, located at the UNC Charlotte Center City Building but on the staff of the newly designated School of Architecture. In future years, as and when the program grows beyond its initial projections, this administrative support will need to be proportionally increased. The M.U.D Program Coordinator will automatically be a full voting member of the College and School of Architecture Curriculum Committees. The Program Coordinator will be appointed initially for a three-year term with the option of extending for a second three-year term.

The M.U.D program will be governed by all applicable University policies, procedures and guidelines.

VIII. ACCREDITATION

Indicate the names of all accrediting agencies normally concerned with programs similar to the one proposed. Describe plans to request professional accreditation. If the proposed new degree program is at a more advanced level than those previously authorized or if it is in a new discipline division, was SACS notified of a potential "substantive change" during the planning process? If so, describe the response from SACS and the steps that have been taken to date with reference to the applicable procedure.

While all graduate programs in architecture offered in the College of Architecture at UNC Charlotte are fully accredited by National Architectural Accrediting Board (NAAB) as professional degree programs leading to licensure, the Master of Urban Design is a post-graduate degree that is not part of the path towards licensure to practice as an architect.

Urban design is an interdisciplinary field intended to augment the education of an architect, landscape architect, or planning professional by providing the skills needed to address the complex processes involved in the design, development and delivery of urban infrastructure and the design of physical and social spaces. As an interdisciplinary area of study, urban design does not fall within the direct purview of any accrediting body.

In order to insure the maintenance of high academic standards, the Master of Urban Design program will undergo the same self-assessment procedures as the College of Architecture's professional architecture programs, even though the M.U.D program will not be reviewed as a part of the College's overall professional accreditation process. However, a special program Assessment Review Committee will monitor the self-assessment process and engage the help of external consultants as appropriate as part of a regular evaluation cycle. (See also Section XII, below).

In addition, UNC Charlotte is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools (www.sacscoc.org) to award baccalaureate, master's, intermediate and doctoral degrees, and the M.U.D program will be a full participant in that periodic review process.

IX. SUPPORTING FIELDS

Are other subject-matter fields at the proposing institution necessary or valuable in support of the proposed program? Is there needed improvement or expansion of these fields? To what extent will such improvement or expansion be necessary for the proposed program?

Because the discipline of urban design grew out of the architectural profession at the beginning of the twentieth century in the UK, and in the mid-fifties in the USA, the M.U.D program shares several overlaps in disciplinary knowledge and technique with the Master of Architecture programs of the College of Architecture. Several courses will accordingly be cross-listed with ARCH and MUD designations. As noted above, other important cross-disciplinary expertise is available at UNC Charlotte in the Master of Arts in Geography Community Planning track and in the proposed M.S. in Real Estate. It is anticipated that these programs will grow and mature in ways that stress their interdependence as well as their own unique disciplinary strengths.

The full range of supporting fields comprises Architecture, Landscape Architecture, Community and Economic Development, Public Policy, Business (Real Estate Development), Urban Planning, Engineering and Transportation Policy.

X. ADDITIONAL INFORMATION

Include any additional information deemed pertinent to the review of this new degree program proposal.

None.

XI. BUDGET

Provide estimates (using the attached form) of the additional costs required to implement the program and identify the proposed sources of the additional required funds. *Use SCH projections (section II.C.) to estimate new state appropriations through enrollment increase funds.* Prepare a budget schedule for each of the first three years of the program, indicating the account number and name for all additional amounts required. Identify EPA and SPA positions immediately below the account listing. New SPA positions should be listed at the first step in the salary range using the SPA classification rates currently in effect. Identify any larger or specialized equipment and any unusual supplies requirements.

For the purposes of the second and third year estimates, project faculty and SPA position rates and fringe benefits rates at first year levels. Include the continuation of previous year(s) costs in second and third year estimates.

Additional state-appropriated funds for new programs may be limited. Except in exceptional circumstances, institutions should request such funds for no more than three years (e.g., for start-up equipment, new faculty positions, etc.), at which time enrollment increase funds should be adequate to support the new program. Therefore it will be assumed that requests (in the “New Allocations” column of the following worksheet) are for one, two, or three years unless the institution indicates a continuing need and attaches a compelling justification. However, funds for new programs are more likely to be allocated for limited periods of time.

See Appendix V

XII. EVALUATION PLANS

All new degree program proposals must include an evaluation plan which includes: (a) the criteria to be used to evaluate the quality and effectiveness of the program, (b) measures to be used to evaluate the program), (c) expected levels of productivity of the proposed program for the first four years of operation (number of graduates), (d) the names, addresses, e-mail addresses, and telephone numbers of at least three persons (six reviewers are needed for graduate programs) qualified to review this proposal and to evaluate the program once operational, and (e) the plan and schedule to evaluate the proposed new degree program prior to the completion of its fifth year of operation once fully established.

PROGRAM EVALUATION FORMAT

A. Criteria to be used to evaluate the proposed program:

In general, the program will be evaluated by the College of Architecture's existing robust self-assessment process that is currently in place as part of the College's standard procedures as preparation for the regular six-year cycle of professional accreditation by the National Architecture Accreditation Board (NAAB). The College uses the published NAAB criteria as guidance for the creation and monitoring of new and existing coursework in the professional architecture programs, and for measuring the level of outcomes in the quality of student work regarding professional competence.

Portions of the urban course material in the M.U.D program fall outside the more building-focused criteria of the NAAB; however there is still substantial overlap. The following items taken from the NAAB assessment criteria for architecture programs apply also to urban design programs:

Level of "Understanding":

Human Behavior
Human Diversity
Sustainable Design
Life Safety
Construction Cost Control
Client Role
Ethics and Professional Judgment

Level of "Ability":

Speaking and Writing Skills
Critical Thinking Skills
Graphic Skills
Research Skills
Fundamental Design Skills
Collaborative Skills
Use of Precedents
Accessibility
Site Conditions

The courses that deliver these topics at an urban scale in the M.U.D program are thus covered by the same methodology and self-assessment process in terms of their content, delivery, and measurable outcomes as the strictly architecture courses

within the College. In short, even though urban design is not itself a professionally accredited discipline at this time and would not be evaluated as such by any NAAB Accreditation Board, the M.U.D program will be subject to the same rigorous standards as its companion architecture graduate programs.

In addition, the M.U.D program will be assessed by the normative academic measures that include, but are not limited to:

- i. The ability to attract good students
 - ii. The quality of the program faculty
 - iii. The ability to produce graduates in a timely manner
 - iv. The career mobility and success of graduates
 - v. The satisfaction of professional employers in the design, development and planning fields.
- B. Measures to be used to evaluate the program:
- i. The quality of program faculty will be measured by success in recruitment, retention and promotion
 - ii. The quality of students will be measured by:
 - the number and quality of student applications;
 - the proportion of accepted students who enroll; student attrition and retention;
 - and student progress to degree / graduation rates
 - iii. The overall quality of the program will also be monitored by regular surveys of alumni and design and planning employers in the region.

In addition to these normative academic metrics, the M.U.D program will also evaluate its effectiveness by means of regular study of the impact of its project and research work in the local and regional communities as appropriate. Under the auspices of a newly created Assessment Review Committee, the M.U.D program will also undertake periodic rigorous self-assessment, with the assistance of selected external reviewers. This process will also provide information for the regular review of all university programs and standards conducted by the Southern Association of Colleges and Schools (SACS).

C. Projected productivity levels (number of graduates):

	Year 1	Year 2	Year 3	Year 4	TOTALS
B					
M	0	3*	9*	11*	23*
I/P					
D					

* Note: Numbers based on a mix of full-time and part-time students, allowing for lag time for part-time cohorts to graduate.

(Key: B-Bachelor's, M-Master's, I/P-Intermediate or Professional, D-Doctoral)

- D. Recommended consultant/reviewers: Names, titles, addresses, e-mail addresses, and telephone numbers. May not be employees of the University of North Carolina.

Urban Designers:
 Jonathan Barnett
 Director of Urban Design
 Penn Design
 University of Pennsylvania
 127 Meyerson Hall
 Philadelphia PA 19104-6311
 215 898 8329
 barnett2@design.upenn.edu
jonathanbarnett@verizon.net

Gary Hack
 Dean, Graduate School of Fine Arts
 University of Pennsylvania
 102 Meyerson Hall
 210 S. 34th Street
 Philadelphia, PA 19104-6311
 215 898 3425
 Email: gahack@design.upenn.edu

Douglas Kelbaugh
 Dean and Professor of Architecture and Urban Planning
 Taubman College of Architecture and Urban Planning
 2000 Bonisteel Boulevard
 University of Michigan
 Ann Arbor, MI 48109
 734-764-1315
kelbaugh@umich.edu

Architects:
 Yung Ho Chang
 Professor of Architecture
 Head, Dept. of Architecture
 School of Architecture and Planning
 Massachusetts Institute of Technology
 77 Massachusetts Avenue
 Cambridge MA 02139
 617-253-4411
YUNGHO@MIT.EDU

Ellen Dunham-Jones
 Director, Architecture Program
 College of Architecture
 Georgia Institute of Technology
 247 4th Street
 Atlanta GA 30332
 404-894-1095
ellen.dunham-jones@arch.gatech.edu

Landscape Architect:

James Corner
 Chair, Dept. of Landscape Architecture
 University of Pennsylvania
 119 Meyerson Hall
 Philadelphia PA 19104-6311
 215-898-6591
 215-573-3770
 corner@design.upenn.edu

Urban Historian:
 Robert Fishman
 Professor of Architecture and Urban Planning
 Taubman College of Architecture and Urban Planning
 2000 Bonisteel Boulevard
 University of Michigan
 Ann Arbor, MI 48109
 734-764-1300
fishmanr@umich.edu

E. Plan for evaluation prior to fifth operational year.

The normal architectural accreditation NAAB cycle will occur again in 2011-12, in the program's third year of operation. As part of this process, the M.U.D program will undergo a detailed internal self-assessment in parallel to the College's preparation for the accreditation visit even though the M.U.D program will not itself be reviewed by the NAAB. However, certain elements of the M.U.D program that relate to specific urban criteria noted in the NAAB accreditation materials will be documented as supportive information to the main architectural accreditation process if required. More importantly, this evaluation material will form the first stage in preparing for a separate external consultation with leading urban design professionals and academics to take place during the fifth year of the program. This review will examine the course content, instruction delivery methods, facilities and measurable outcomes in terms of student professional competence and the program's applied research output.

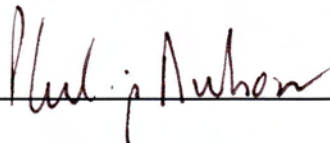
XIII. REPORTING REQUIREMENTS

Institutions will be expected to report on program productivity after one year and three years of operation. This information will be solicited as a part of the biennial long-range planning revision.

Proposed date of initiation of proposed degree program: August 2009

This proposal to establish a new degree program has been reviewed and approved by the appropriate campus committees and authorities.

Chancellor: _____



APPENDIX I: LETTERS OF SUPPORT

Letters of support for the new M.U.D program have been received from academic departments and colleagues on the UNC-Charlotte campus and from members of the local architectural profession.



UNC CHARLOTTE

The University of North Carolina at Charlotte
9201 University City Boulevard
Charlotte, NC 28223-0001

Metropolitan Studies & Extended Academic Programs

Phone: 704/687-3111

Fax: 704/687-3178

October 29, 2007

Dr. David R. Walters
Professor of Architecture and Urban Design
College of Architecture
UNC Charlotte
9201 University City Boulevard
Charlotte, NC 28223-0001

Dear David:

Thank you for the opportunity to review the "Notification of Intent to Plan" document for the College of Architecture's Master of Urban Design (M.U.D.) program. This proposal reflects the earlier conversations and discussions that we had regarding the M.U.D. and the Department of Geography and Earth Sciences' current graduate programming in community planning and geography and urban regional analysis. I am pleased that our joint interests in collaborative, policy-oriented professional training are reflected in this plan.

I support the research and policy themed M.U.D. program that the College of Architecture has proposed. This degree complements the current programs in geography, political science (public administration) and public policy. Indeed, I would envision students in the M.U.D. working with the UNC Charlotte Urban Institute, the Center for Applied Geographic Information Science, and the Visualization Center on research activities around urban growth and community planning issues. The graduate training in urban design that this program will offer is long overdue in North Carolina and adjoining states.

I look forward to working together on the growing challenges of urban change in our region, using the talents of UNC Charlotte's Master of Urban Design students.

Sincerely,

Owen J. Furuseth, Ph.D., AICP
Associate Provost for Metropolitan Studies & Extended Academic Programs, and
Professor of Geography



9201 University City Boulevard / Charlotte NC, 28223-0001 / Phone: 704.687.2307 / Fax: 704.687.3178

November 2, 2007

David Walters
Professor of Architecture and Urban Design
College of Architecture
The University of North Carolina at Charlotte
9201 University City Boulevard
Charlotte, NC 28223-0001

Dear David:

I am pleased to offer this letter of support for the proposed new graduate Master of Urban Design degree in the College of Architecture.

Since becoming Director of the UNC Charlotte Urban Institute four years ago, I have witnessed a growing demand among policymakers in the Charlotte region for a greater level of sophistication when it comes to addressing community planning issues. The recent shift among planners away from more conventional, Euclidean-style zoning to what is typically referred to as form-based zoning has created a challenge for the Institute as it strives to remain relevant to many of its traditional clients, including local governments and regional planning entities. In particular, the Institute's ability to include "urban design talent" on its projects will likely determine whether or not it is able to continue serving the needs of this region adequately around issues associated with urban growth and planning.

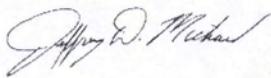
Since the Urban Institute's model has always been to utilize the resources of the university in serving its community partners, the addition of a Master of Urban Design program here at UNC Charlotte would open up many possibilities for enhancing the Institute's work. Collaborations with faculty and the use of graduate students on specific projects would greatly enhance the Institute's design capabilities. In addition, there is great potential for exciting collaborations between the Master of Urban Design program and the new RENCI Engagement Center to be housed at the Urban Institute. Together, these two new programs could generate some rather sophisticated visualization tools that



would place UNC Charlotte on the cutting edge in addressing urban growth issues, not only in the Charlotte region, but on a national level as well.

If there is anything else I can do in support of the proposed new program, please do not hesitate to call me. I look forward to exploring with you and Dean Ken Lambla the many possibilities for collaboration between such a program and the UNC Charlotte Urban Institute.

Sincerely,



Jeff Michael, Director
UNC Charlotte Urban Institute

Copy to: Ken Lambla, Dean, College of Architecture

THE BELK
COLLEGE of BUSINESS
UNCC-CHARLOTTE

October 15, 2007

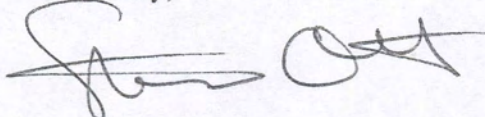
David Walters, RIBA, APA
Architect and Town Planner
Professor of Architecture and Urban Design
College of Architecture
The University of North Carolina at Charlotte
Charlotte, North Carolina 28223

Dear David:

The Belk College of Business fully supports the development of a Master of Urban Design (M.U.D.) program within the College of Architecture. Rapid growth in the American South continues to change the urban landscape. It is essential to provide planning professionals with an understanding of the unique challenges faced by communities throughout the region. The proposed M.U.D. program additionally will benefit the College of Business by complementing the existing M.B.A program with a concentration in real estate, as well as the Master of Science in Real Estate program currently under development. The availability of cross-listed courses emphasizing the impact of development activity on the built environment will compliment the curriculum of both programs. Graduate courses in finance and development offered in the College of Business may also compliment the proposed M.U.D. program by offering students an opportunity to include coursework in their program of study that focuses on the economic factors influencing the real estate development community.

I look forward to the implementation of the proposed M.U.D program and reiterate my support for its development.

Sincerely,



Steven H. Ott
Interim Dean and
John S. Crosland, Sr. Distinguished Professor
of Real Estate and Development

SHO:jh

Office of the Dean • The Belk College of Business
THE UNIVERSITY OF NORTH CAROLINA AT CHARLOTTE
9201 University City Boulevard • Charlotte, NC 28223-0001
Phone 704-687-2165 • Fax: 704-687-4014 • www.belkcollege.uncc.edu



UNC CHARLOTTE

The University of North Carolina at Charlotte
9201 University City Boulevard
Charlotte, NC 28223-0001

Department of Geography
and Earth Sciences
704/687-2293
FAX: 704/687-3182

To: David Walters
From: Harrison Campbell, *HARRY*
MA Coordinator
Department of Geography and Earth Sciences
Date: October 31, 2007
Re: Proposed Master's in Urban Design

It is my pleasure to write this note of support for the proposed Master's of Urban Design (M.U.D.) in the College of Architecture. The program is clearly consistent with the University's mission and should be of great benefit to Charlotte, the region and beyond.

We further appreciate the program's focus on sustainable urbanism within the context of rapid global change. Consequently, we are especially excited about the potential for linking M.U.D. to a dual degree with the Community Planning portion of the MA in Geography.

We fully support the proposed program and wish you the best of luck with it.



UNC CHARLOTTE

The University of North Carolina at Charlotte
9201 University City Boulevard
Charlotte, NC 28223-0001

Department of Geography
and Earth Sciences
704/687-2293
FAX: 704/687-3182

November 15, 2007

David Walters, RIBA, APA
Architect and Town Planner
Professor of Architecture and Urban Design
College of Architecture
University of North Carolina at Charlotte

Dear Professor Walters,

It is with pleasure that I write in strong support of the development of a Master of Urban Design Degree program in the College of Architecture at UNC Charlotte. The proposed program, with its focus on locally applied research and urban design, promises to add further depth and breadth to the range of programs already on campus that focus on the intersections between globalizing forces and regional urban dynamics. Indeed, with its commitment to having students explore the fusion of physical design, policy context and implementation processes, the program brings new dimensions to the graduate study of Southern cities both on campus and beyond.

I see several clear strengths of this proposal. First, it is a regionally focused, geographically specific, urban design degree. The contemporary "New" South is increasingly on the national and international radar as a place in which traditional processes of urban settlement and development are unfolding in unprecedented ways. At a time when other regions across the nation are experiencing economic decline and population loss, the new south is experiencing economic growth, innovative development and population in-migration on the part of both the native and foreign born. These transitions and the urban design research questions and applications that flow from them are at the heart of the proposed graduate degree program.

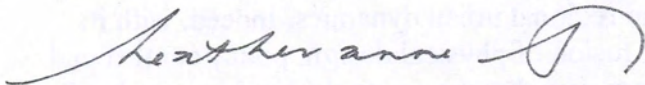
Second, the Master of Urban Design Degree's focus on applied sustainability places it at the leading edge of urban scholarship. While sustainable urbanism has certainly been a focus of myriad study, graduate level applied programs dedicated to the topic are comparatively rare. As the proposal details, within the state no other Urban Design graduate program exists and those within the broader Southeast region are significantly different in scope and focus.

Third, even in its earliest planning phases the proposed program has been designed to complement rather than compete with the already existing Master of Geography in

Community Planning. Collaboration between the two programs - not only in terms of allowing students to access coursework in each program, but also in terms of possibly allowing students to earn a dual degree - is a clear strength of this proposal. Students who are trained in the geographic and planning dynamics of cities as well as in architecture and design will be well poised to serve as leaders and innovators in the realms of both scholarly and applied urban work.

Finally, I see considerable opportunity for the program to interact with, and mutually reinforce, other new or proposed initiatives on campus. The Department of Geography and Earth Sciences has launched its new Ph.D. in Geography focusing on Urban and Regional Analysis, and students in this program will benefit from the expanded set of urban focused courses the Master's in Urban Design would provide. Additionally, the programs' shared focus on the global impacts of Southeastern US cities will offer opportunity for interdisciplinary collaborative research between geography, urban planning and architecture faculty and advanced graduate students. The Urban Design program's regional teaching and research focus will also intersect well with the Center for the Study of the New South currently seeking establishment in the College of Arts and Sciences.

In summary, the proposed Master of Urban Design Degree in the College of Architecture has my full and enthusiastic support.

A handwritten signature in cursive script that reads "Heather Anne Smith". The signature is written in dark ink and includes a large, stylized initial "S" at the end.

Dr. Heather Anne Smith

Associate Professor, Geography

Director, College of Arts and Sciences, Urban Studies Minor

Faculty Research Associate, UNC-Charlotte Urban Institute

November 1, 2007

Mr. David Walters RIBA, APA
Architect and Town Planner
Professor of Architecture and Urban Design College of Architecture UNC Charlotte

Reference: Letter of Support for Masters of Urban Design Degree Program

Dear David:

I am pleased to have this opportunity to write a letter in full support of the proposed new Master of Urban Design degree program for the College of Architecture at the University of North Carolina at Charlotte.

As you know, I have been involved at the College of Architecture over the years in various ways and most recently I serve on the Advisory Board. I am also a practicing architect and partner at Little, the largest firm in the southeast and headquartered in Charlotte. I highlight these things because my endorsement of this new program supports what I believe will benefit the university, the profession and this community and region.

For The University:

I am a strong advocate of collaboration and therefore I am especially pleased to know that this program intends to capitalize on a cross-disciplinary group of students in various college programs at the University. This approach can only ensure a more rich experience and greater learning opportunities for all involved. Furthermore, graduates will undoubtedly be valued for their ability to listen and take into account a broad range of issues. Successful urban design requires leadership that is open to the ideas and goals of a variety of stakeholders

For The Profession:

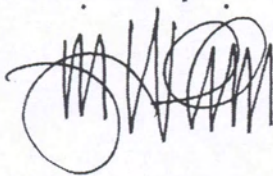
As a partner at Little I have had recent conversations with colleagues about our desire and need to have people with urban design backgrounds working for us. Our firm and many other firms like us need this expertise as we find ourselves getting more involved on complex urban projects and master planning opportunities. As architects we are only fooling ourselves if we think we have the true expertise to successfully bring to these projects alone. Therefore, we would certainly be interested in not only hiring people from this program that could bring this more encompassing expertise to our firm, we would support and encourage any qualified existing employee to pursue this degree as well.

For Our Community:

If there is any concern that exists over the separation of this school with the rest of the University when this program is eventually housed in the new UNC Charlotte Uptown Center it is completely outweighed by the incredible advantage of being located in the center of our growing community. Not only does this afford the students direct access to living case studies, it also affords great exposure for the school from a broad base of supporters. It is exciting to think of the direct impact the students and faculty of this program will have on enhancing the quality of life for all who live in this region. This is a unique opportunity for the University of North Carolina at Charlotte that no other university in this area has.

I enthusiastically endorse the new graduate Master of Urban Design Program at UNC Charlotte without reservation and wish to add my thanks for all the hard work you and your committee have put into this proposal. If there is anything I can do to further assist you please do not hesitate to let me know.

Sincerely,
LITTLE



James R. Williams, AIA, LEED AP
Partner-National Director of Design

2151 Hawkins Street
Suite 400
Charlotte NC 28203
T 704 377 0661 F 704 377 0953
www.shookkelley.com

Charlotte / Los Angeles

5 November 2007

Mr. David Walters
Professor
The College of Architecture, UNC-Charlotte
9201 University City Boulevard
Charlotte, North Carolina
28223

Dear Professor Walters,

As an original and current member of the College of Architecture's Advisory Council, a 1993 Cum Laude graduate of the College's Bachelor in Architecture program, and a staunch supporter of the program at large, I am delighted to be continually involved in many ways with the College.

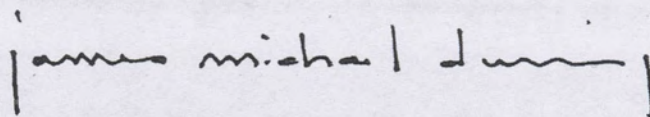
Truly, the College has seen many transformations and evolutions over its thirty-year history. I have personally been alongside this maturation for twenty of those years. As a practicing architect and urbanist, with projects in the Charlotte area and beyond, the proposal to formalize a Master of Urban Design degree program has me most excited and optimistic about the increasing academic rigor, vitality and validity of the College.

The Master of Urban Design program that you and Professors Lin, Ryan and Gamez have set forth, and the careful research you have done leading up to this, is extraordinary. The format and cadence of the curriculum, I believe, will be exemplary.

I believe that the health of the urban condition within which we all will increasingly find ourselves living should be a focus of study and concern, not just of architecture students but of every citizen. However, it will be those most learned about the thousands of issues affecting the way we should properly settle the land and build our buildings that will lead the way.

I look forward to those leaders being graduates of the new Master of Urban Design program . . .

Sincerely,



James Michael Dunning, AIA

November 6, 2007

Mr. David Walters RIBA, APA
Architect and Town Planner
Professor of Architecture and Urban Design
The College of Architecture
The University of North Carolina at Charlotte
9201 University City Boulevard,
Charlotte, North Carolina 28223

Dear David:

After reviewing the Executive Summary of the proposed Masters of Urban Design (MUD) program proposal, I heartily endorse the program. Particularly in the rapidly growing North Carolina and "New South", training students in urban design will play a vital role in the success of that transition. Your choice of venue for the new program in the new UNC Charlotte Uptown Center would truly provide an "immersion" experience for MUD students with all MUD coursework based in that building, and co-locating with The Charlotte Community Design Center (CCDC) will further add to the synergy of the program.

North Carolina is an international destination for business and academic research as well as tourism and retirement. As the state continues to grow, the quality of life, particularly in cities, will become increasingly important. Since there are no master's level urban design degrees currently offered by any public or private university in North Carolina and only two in the region, I believe it is important for this new initiative to come to fruition.

The core College of Architecture faculty you have identified to staff the program - Jose Gamez, Zhong-Jie Lin, Deb Ryan, and yourself - will provide excellent leadership and insure success of this venture. You have also outlined a strong collaboration with other programs including the Master of Arts in Geography [Community Planning] and the new Master of Science in Real Estate as well as other departments on campus such as the Urban Institute. Working toward the creation of dual degree options such as Master of Architecture / Master of Urban Design; Master of Arts in Geography (Community Planning) / Master of Urban Design; and Master of Science in Real Estate / Master of Urban Design will further strengthen the offering.

The audience of students you hope to attract will be broad and have an inclusive admissions policy to attract a cross-disciplinary group of students pursuing academic opportunities and mid-career enhancement. It will also meet a growing need in the planning profession for expertise in urban design. Since the program will be designed to fit the needs of both full-time and part-time students to serve the needs of students and professionals in the region, it should attract both traditional students and adult learners. We have a number of four-year architecture graduates who will be returning to graduate school, and this offering will provide them additional options beyond the Master of Architecture.

As one of the founding members of the Advisory Board of the UNC Charlotte College of Architecture, I look forward to seeing the implementation of this program and addition of graduates to the urban design workforce in the region.

Sincerely,



Robert T. Gunn, AIA, LEED AP
Principal

November 6, 2007

John W. Gaulden, AIA
Managing Director

David Walters RIBA, APA
College of Architecture
UNC -- Charlotte
9201 University City Boulevard
Charlotte, NC 28223

David,

I am excited to learn that the College is considering a new graduate program for Urban Design. This will be a natural adjunct to the growing program there. And as our region continues to grow, the university is in the perfect position to foster robust dialogue surrounding urban issues and to be the lightning rod for professionals and community alike.

Thanks for pushing forth these endeavors.

All the Best,

A handwritten signature in black ink, reading "John W. Gaulden". The signature is stylized and fluid, with a long horizontal flourish extending to the right.

John W. Gaulden, AIA, LEED AP
Principal

November 09, 2007



Mr. David Walters
Chair – Masters of Urban Design Planning Group
UNC Charlotte
College of Architecture
9201 University City Blvd.
Charlotte, NC 28223-0001

Dear David:

Thank you for providing the executive summary of the proposed Masters of Urban Design Program. I appreciate the opportunity to offer this letter of support along with a few thoughts from a professional practitioner's perspective.

To me, the timing is ideal in the life of both the College of Architecture and the Charlotte community. Both are relatively young in their life but starting to mature and this maturity and growth is happening in an expedient and accelerated manner. Therefore, there is an ever-increasing need and large void for the big picture benefits which urban design brings. Additionally, the timing is very fortunate for the program to be housed along with the Charlotte Community Design Center within the imminent and critically needed UNC Charlotte Uptown Center. Within this context the synergy can be exceptional if it purposefully transcends beyond the bounds of the College of Architecture. From my perspective this initiative aligns and supports the strategic plan of the broader university which rightfully so seeks to engage more and more within the Charlotte community and our region's global presence.

On a personal note, undoubtedly one of the most enjoyable and beneficial courses to me as an undergraduate was Economic Geography. Still to this day as a life-long student of architecture and practitioner, the real world marketplace dynamics of this subject are so valuable. Therefore, in a collaborative sense of community planning, Charlotte being second only to New York City as a center for banking, finance and a global economy, this Masters program can bring and provide tremendous benefits. I would anticipate beyond the students who earn and receive their official degree, it would also be widely received within the professional community for selective coursework for continuing education requirements and yearning for enrichment.

As mentioned, I also wanted to use this letter of support to also offer a few opinions and thoughts which I believe are critical to its success.

To me, fundamental to the success and effectiveness of the College of Architecture is very deeply rooted in the studio culture and environment for exploration and critical thinking. Additionally, the College of Architecture has had more recently strong engagement in the community and profession. Along with this engagement, there has been an emphasis on

Mr. David Walters
Page 2
November 09, 2007

communication and leadership which has enriched both mentors and protégées. Also one of the most critical aspects that must be attained for creditability within a culture and environment of experimentation and critical thinking is that upon analysis there must be synthesis into tangible results. However, most critical to the success of most any program or initiative lies in the people. The caliber of the people must be distinguished within this field but also be dedicated to the program, its students, and the community at large. Along with the people goes the resources. One must trust that there will be support at all levels and adequate resources provided. Otherwise, the program will be at a deficit from the outset where conversely it must be set up for success.

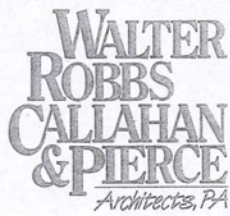
Thanks again for this opportunity. Thanks for all of your good work to date within the College of Architecture and for the University and Charlotte community at large.

Sincerely,

MBAJ Architecture

A handwritten signature in black ink, appearing to read "Rob Johnson", written over a horizontal line.

Robert B. Johnson, Jr., AIA



November 19, 2007

David Walters
The College of Architecture
UNC-Charlotte
9201 University City Boulevard
Charlotte, NC 28223

ARCHITECTURE
INTERIOR DESIGN
PLANNING

re: **Masters of Urban Design**

Dear David:

It is with great pleasure that I write to you to document my support for the creation of a Masters of Urban Design degree program at UNC-Charlotte. As a senior partner in one of the Piedmont Triad's larger architectural firms, I have been very pleased to observe the steady maturing of the College of Architecture over the last thirty years under the leadership of Dean's Hight and Lamba. The College has developed into a nationally recognized design school that produces highly qualified graduates ready to support the professions rapidly expanding regional employment requirements. Now, with the timely addition of this most relevant degree program, a troubling academic void in the Carolina's planning and architectural knowledge community can be addressed.

Historically, the practice of architecture in North Carolina has been focused on the creation of individual, stand alone buildings. As the most suburbanized of all regions in America, architects in the southeast have, for the most part because of our sprawling urban growth policies, built their professional expertise on those singular building design opportunities. That being the case, regional architects have generally been aloof to the dynamic design characteristics of rapidly urbanizing, higher density metropolitan areas. Designing a building that requires the integration of complicated urban environmental criteria (*including urban planning, sustainable design objectives, transportation policy, and mixed-use development strategies*) has very rarely been part of this region's architectural design objectives. Likewise, the planning profession and the region's undergraduate and graduate planning curriculums have lacked any focus at all on the refined design of our city's urban context.

Over the last twenty years I have pushed my professional practice, and assumed responsibility for within our firm's organizational structure, toward my true interest in the design of that dynamic urban environment. My design resume now includes over fifty urban projects ranging from major office buildings, streetscape enhancements and transportation centers to midrise residential towers, retail developments and mixed-use infill projects. Most of those projects have been in downtown Winston-Salem and within walking distance of my family's residence. And recently,

5 3 0
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NORTH CAROLINA
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email@wrcp.com

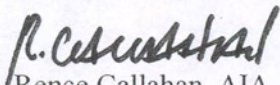
my partners and I have expanded our commitment to the built urban environment by participating as minority equity partners on several of those downtown Winston-Salem development projects. From these experiences I have developed a hands-on understanding of my own, as well as the regional design professions, lack of an enlightened urban design knowledge base.

From a more personal perspective, my engagement with our Winston-Salem community has been consumed with that urban design interest. While I have served in leadership positions on organizations (*the Winston-Salem Zoning Board of Adjustment, the Historic West End Neighborhood Board, the Piedmont Triad Research Park Advisory Board and the Winston-Salem Chamber of Commerce Executive Committee*) responsible to some degree for the development of Winston-Salem's urban area, my principal community service has been through the Downtown Winston-Salem Partnership and its predecessor, the Downtown Winston-Salem Development Corporation. In addition to serving multiple terms as the organization's Vice-President and President, I have been Chairman of either the Urban Design Committee or the Development Committee since the organization was founded in the early 1990's. Those positions have included the responsibility to develop a comprehensive downtown plan and to then update it at regular 2-year intervals. Just as with my professional experiences in Winston-Salem's downtown, these community engagements have also brought to light the limited resources that this region has to the unique design conditions in our growing urban districts.

More recently, I have also served on the board of the Winston-Salem Foundation, the \$300M community foundation that has as its principal mission the improvement of the quality of life in the greater Winston-Salem area. A few years ago the foundation embraced the objective of increasing social capital in Winston-Salem. Since that initial decision, the foundation has committed to include social capital as a benchmark in all of its grant awards and has created the ECHO (*Everyone Can Help Out*) Fund and the ECHO Council as the driver to move the initiative forward. As a member of that newly formed council, I have been exposed to the factors that go far beyond bricks and mortar that shape sustainable human settlements (*environmental responsibility, social equity and economic viability*). From all of these professional and personal experiences, I now see how both physical and human factors influence our urban environments and how qualified urban designers can provide added value during the design process for our built environment.

Based on the above, it is clear to me that the proposed Masters of Urban Design program fills a regional design and planning void. To that end, adding it to the College of Architecture's degree programs should provide much needed expertise in urban design to our region's architecture and planning professions. Therefore, I strongly support this College of Architecture Strategic Plan objective.

Sincerely,
Walter Robbs Callahan & Pierce Architects



Rence Callahan, AIA
Bachelor of Architecture, 1977
CoA Advisory Board

APPENDIX II: FACULTY CURRICULA VITÆ

Curricula Vitae are included from the four full-time faculty most involved with the M.U.D program:

Dr. Jose Gamez

Dr. Zhong-jie Lin

Prof. Deborah Ryan

Prof. David Walters

In addition, architectural and urban historian Dr. Emily Makas will provide regular urban history electives.

CURRICULUM VITAEJOSE L.S. GAMEZEDUCATION

Doctor of Philosophy in Architecture	1999	University of California, Los Angeles
Master of Architecture	1992	University of California, Berkeley
Bachelor of Environmental Design	1989	Texas A&M University, College Station

CUM LAUDE

ACADEMIC EXPERIENCE

Assistant Professor of Architecture	2002 to the Present
Graduate Coordinator, College of Architecture Latin American Studies Faculty The University of North Carolina at Charlotte	2004-2008

Assistant Professor of Architecture School of Architecture	1999-2002
Interim Chair, Latin American Studies University of Nevada, Las Vegas	2002-spring

Assistant Professor of Architecture Department of Architecture, Portland State University	1998-1999
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AWARDS

First Place: Casas del Quinto Sol Housing Competition	2007
Inductee, National Hispanic Scholarship Fund Hall of Fame	2006
Faculty Fellow, UNC Charlotte Urban Institute	2006-07
Merit Award Awarded in the Built Category for the Lynn Bennett Early Childhood Development Center, UNLV, 2004 Nevada AIA Design Awards (Assemblage Studio, Las Vegas).	2004
Honor Award Awarded in the Built Category for the Mesquite Heritage Museum and Art Center, 2003 Nevada AIA Design Awards (Assemblage Studio, Las Vegas).	2003
Merit Award Awarded in the Built Category for the Mesquite Heritage Museum and Art Center, 2003 Western Mountain Region AIA Design Awards (Assemblage Studio, Las Vegas).	2003
Architecture for Social Justice Award: Partnerships in Teaching Awarded by Adaptive Environments, Boston, MA, and the National Endowment for the Arts.	2003
Fellow, Institute for Small Town Studies	2003-2005
College of Architecture Teaching Award	2003
Distinguished Alumnus Department of Architecture and Urban Design at the University of California at Los Angeles.	2002

PUBLICATION HISTORY

"Mapping East Los Angeles: Aesthetics and Cultural Politics in an Other LA." Forthcoming in Writing Urbanism: A Design Reader edited by Douglas S. Kelbaugh and Kit McCullough at the University of Michigan (London: Routledge, 2008).

"Mi reina: Latinos in the Queen City." Forthcoming in Global Charlotte edited by Heather Smith at the University of North Carolina at Charlotte (Athens: University of Georgia Press, 2008).

"Building Border Practices: In/Visibility in the New (Latin) American South." Forthcoming in Site Out of Mind, edited by Phoebe Chrisman at the University of Virginia (2008).

"An Architecture of Change." Forthcoming in Good Deeds/Good Design II, edited by Bryan Bell (New York: Princeton Architectural Press, 2007).

"A Pair of Queens: Latina/o Landscapes in LA and the QC." Forthcoming in Latino Urbanism, edited by David R. Diaz (Baltimore: John Hopkins University Press, 2007).

Postcards to a Shifting Landscape: Paintings by Ramón Ramírez. Exhibit catalog for "Postcards from a Shifting Landscape," an exhibit held at Woodbury University in Burbank, CA on March 30 through April 21, 2007 (Los Angeles: Woodbury University/Jaguarland Press, 2007). Nick Ault, co-editor.

[MONUMENT 10]: Reflections on a Metropolitan Condición. Exhibit catalog for [MONUMENT 10], A Silkscreen Project by Ramón Ramírez, held at the Latino Museum in Pomona, CA on November 4 through December 2, 2006 (Los Angeles: Jaguarland Press, 2007).

CriticalMASS Volume II: Southern Accents. The second in a series of books documenting the regional graduate student symposium held annually in the College of Architecture at the University of North Carolina at Charlotte. Volume II features 21 student project profiles, an essay by Mark and Peter Anderson, Rick Joy, Bryan Mackay-Lyons, and Glenn Murcutt (Charlotte: College of Architecture, The University of North Carolina at Charlotte, 2006).

"Harry Gamboa, Jr.," "Gronk," and "Los Lobos" in Grolier/Scholastic Library of Hispanic American Biographies (London: Brown Reference Group Volumes 4 & 5, 2006) 4, 65, 45-6.

"Afterword" in Dreaming of Italy: Las Vegas and the Grand Tour (Reno: University of Nevada Press, 2004) 147-9.

"Building Faith? Moneo's Design for the Cathedral of Our Lady of the Angels Struggles to Bring the Gospel to Downtown L.A.," in Aztlán: A Journal of Chicano Studies, Volume 29, Number 1: 261-270 (spring 2004).

"CARA Exhibit," "Latino Architecture and Urbanism," and "Olvera Street," in Encyclopedia of Latina and Latino Popular Culture in the United States, Volume I (Westport, Connecticut/London: Greenwood Publishing Group, 2004) 106, 34, 600.

Commentary/Review: Ramón Ramírez--Notes on Migrancy and Exile (1997) in Contemporary Chicana and Chicano Art: Artists, Works, Culture, and Education, Volume II. Gary D. Keller, Mary Erickson, Kaytie Johnson, and Joaquín Alvarado, Principal Editors (Tempe: Bilingual Press, 2002) 219.

"Representing the City: the Imagination and Critical Practice in East Los Angeles," in Aztlán: A Journal of Chicano Studies, Volume 27, Number 1: 95-120 (spring 2002).

GRANTS

Chancellor's Diversity Challenge Fund

2007

\$4,700.00

UNC Teaching and Learning with Technology Collaborative Course Redesign Grant	2007	\$4,500.00
Maxine Frankel Award, Woodbury University	2007	\$3,500.00
UNC Charlotte Urban Institute Research Stipend	2006-07	\$5,000.00
Virtual Charlotte: South End Pilot Planning Study	2006	\$24,000.00
ImaginOn Grant	2005	\$5,000.00
Academic Program Improvement Grant	2004	\$20,295.00
Graham Foundation Grant	2004	\$4,000.00
Faculty Research Grant	2003	\$5,580.00

PRESENTATIONS AT CONFERENCES AND PROFESSIONAL MEETINGS

"A Tale of Three Cities." Paper presented at the 2006 ACSA Western Regional Conference in Burbank, California (Woodbury University) on October 12-15, 2006.

"*El Norte/Northern Territories: Border Practices in the New (Latin) American South.*" Paper presented at the 2005 ACSA Southeast Regional Conference, which was held at Clemson University on October 28-29, 2005.

"Re:Discovering Place---Design as Territorial Practice and the Mesquite, NV Cultural Heritage and Art Center." Paper presented at the 2005 ACSA Southeast Regional Conference, which was held at Clemson University on October 28-29, 2005.

"Special Focus Session: Architecture for Social Justice Awards: Partnerships in Teaching—Works in Progress." Panelist in a session featuring the CCDS Studio *Building/Border/Culture—Charlotte as the Gateway to the New (Latin) American South,* which was awarded an ASJ Award. Co-presented with Elizabeth Morrison (M.Arch. 04, UNCC), at the ACSA 92nd Annual National Meeting, which was held in Miami, FL, on March 18-20, 2004. Refereed Conference.

"Beginning/Finishing School: A Room from Two Views." Paper presented by José Gámez and Elizabeth Morrison (M.Arch. 04, UNCC) at the 2003 ACSA Southeast Regional Conference, which was held in Tampa, FL, on November 6-9, 2003. Refereed Conference.

SERVICE: NATIONAL, REGIONAL

a) National:

Association of Collegiate Schools of Architecture (ACSA) 2007
 Architecture as Discipline / Accreditation Review Conference Committee
 Member of this committee charged with producing a "White Paper" for consideration by the ACSA at the 2008 National Architectural Accreditation Board (NAAB) Accreditation Review Conference.

Board Member, National Conference on the Beginning Design Student, 1999-Present.
 Member of the organizational board for this national conference charged with reviewing conference proposals, selecting conference sites, and providing assistance and advisement.

Reader/Reviewer, 22nd National Conference on the Beginning Design Student, April 2006.

Reviewer, 2005 ACSA Southeast Regional Meeting

Reviewer: Landscape Journal (Australia)—invited by author (Daniel Ortega) to review and provide feedback upon a manuscript/essay for publication titled "The Las Vegas Strip as a Genuine Global Landscape." Spring 2004.

Referee/Reviewer: Journal of Planning Education and Research—invited to review a manuscript (MS#01-041, "Does Neo-traditional Development Build Community?"). Spring 2002.

SERVICE: UNIVERSITY, COLLEGE, SCHOOL

a) University:

Member, Chancellor's Diversity Challenge Fund Review Committee, 2007-2009
Member, Faculty Advisory Council – Faculty Center for Teaching and e-Learning, 2007-2008
Member, Faculty Advisory Summer Sessions Committee, 2007-2008
Member, Diversity in Graduate Education—UNCC, 2006-07
Member, Graduate Council—UNCC, 2004-2008
Member, Recruitment and Retention Committee—UNCC, 2003-2006
Member, Faculty Executive Committee—UNCC, 2003-2004
Member, Instructional Success in Classrooms with Diversity Committee—UNCC, 2003-2004
Member, Broker Health Center Designer Selection Committee—UNCC, spring 2003

b) College of Architecture-UNCC:

Chair, Faculty Search Committee, 2007-08
Graduate Coordinator, 2004-2008
Member, Curriculum Committee, 2004-2008
Member, Graduate Admissions Committee, 2004-2008
Member, Digital Design Center Steering Committee, 2005-Present
Member, Curriculum Committee, College of Architecture-2002-Present
Member, Design/Theory/Practice ad-hoc Committee, College of Architecture- 2002-Present
Member, Urban Design ad-hoc Committee, College of Architecture-2002-Present
Director of Architectural Computing Search Committee, 2007
Faculty Search Committee, Key Reviewer (Urbanism) 2007
Faculty Search Committee, 2004-2005, 2006
College of Architecture Summer Camp Director, 2004
ACSA Faculty Councilor, 2003-2004
AIAS Faculty Advisor, 2003-2004
Lecture Series Co-Chair, College of Architecture-,2003

SERVICE: PROFESSIONAL, COMMUNITY

Advisory Board 2003-Present
Latin American Coalition, Charlotte, NC

Latino Advisory Board 2003-Present
Levine Museum of the New South, Charlotte, NC

Arts & Science Council 2007-2010
Public Art Nominating Committee, Public Art Commission
Charlotte, NC

AIA 150 Community Visioning Committee 2007

Advisory Board 2003-2005
Mint Museum of Craft & Design, Charlotte, NC

MEMBERSHIPS IN PROFESSIONAL ORGANIZATIONS

Member—Associate Level, National Council de la Raza.
Member—Architects/Designers/Planners for Social Responsibility
Member—Associate Level, American Institute of Architects-Las Vegas Chapter, 1999-2002.

Zhongjie Lin, Ph.D.

DEGREES AWARDED AND DATES

Ph.D. in Architecture	University of Pennsylvania, 2006
M.S. in Architecture	University of Pennsylvania, 2004
M.Arch. (with honor)	Tongji University, China, 1998
B. Arch.	Tongji University, China, 1995

YEARS OF SERVICE ON THIS FACULTY

One and a half years, starting from August 2006

PREVIOUS ACADEMIC AND PROFESSIONAL EXPERIENCE

Assistant Professor	College of Architecture, University of North Carolina at Charlotte, 2006-present
Research Fellow	Japan Foundation, Tokyo, 2005-06
Urban Design Consultant	National Palace Museum of Taiwan, Penn Praxis, 2004
Teaching Assistant	University of Pennsylvania, 2003-05
Architect	SmithGroup, Washington D.C., 2003
Architect	Architectural Design & Research Institute of Tongji University, Shanghai, 1997-2000
Intern Architect	East China Architectural Design & Research Institute, Shanghai, 1995

ACTIVE MEMBERSHIPS OF PROFESSIONAL SOCIETIES

Association of Collegiate School of Architecture
International Association of Chinese Planning

HONORS, AWARDS, AND RECOGNITIONS

Japan Foundation Fellowship	Japan Foundation, Tokyo, 2005-06
University Fellowship	University of Pennsylvania, 2000-2003
Second Place	Design Competition for the Museum of Natural History of Yunnan, 1998
First Place	Design Competition for the Gateway Building of Shanghai Pudong Airport, 1997
Graduate Honor Award	Tongji University, 1997
Guanghua Scholarship	Tongji University, 1996 and 1997
Baogang National Award	Baogang Outstanding Student National Award, 1995
Siyuan Scholarship	Tongji University, 1994

SELECTED RECENT PUBLICATIONS

Lin, Zhongjie. Kenzo Tange and the Metabolist Movement: Urban Utopias of Modern Japan. London and New York: Routledge. Under Contract.

Shi, Kuang, Gary Hack, and Zhongjie Lin. Urban Design in the Global Perspective. Beijing: Architecture and Building Press of China. 2006.

- Lin, Zhongjie. "Urban Structure for the Expanding Metropolis: Kenzo Tange's 1960 Plan for Tokyo." Journal of Architectural & Planning Research, 24:2 (Summer 2007), pp.109-124.
- Lin, Zhongjie. "From Megastructure to Megalopolis: Formation and Transformation of Mega-projects in Tokyo Bay." Journal of Urban Design, 12:1 (Feb. 2007), pp.73-92.
- Lin, Zhongjie. "Metabolism: Restructuring the Modern City." Fresh Air: Proceeding of the 95th Annual Meeting of the Association of Collegiate Schools of Architecture, 2007, pp.871-880.
- Lin, Zhongjie, and Kuang Shi. "The Urban Design Methodology of New Urbanism." Architectural Journal, Jan. 2006, pp.6-9.
- Lin, Zhongjie. "From Battery Park City to Reconstruction of World Trade Center." Architecture and Design 2004, n.6, pp.92-95.
- Lin, Zhongjie. "A City under the Glass Roof." Time+Architecture, 2003, n.4, pp.58-63.

SELECTED RECENT GRANT AWARDS

Faculty Research Grant	University of North Carolina at Charlotte, 2006
JF Japanese Studies Fellowship	Japan Foundation, Tokyo, 2005-06
French Inst. Travel Fellowship	French Institute of Culture and Technology, Philadelphia, 2005
ACC Research Grant	Asian Cultural Council, New York, 2004-05
Harvard-Yenching Travel Grant	Harvard-Yenching Library, Harvard University, 2004
Graduate Research Travel Grant	University of Pennsylvania, 2004
Albert J. Grosser Research Fund	University of Pennsylvania, 2003-04

SELECTED RECENT PRESENTATIONS

- "Metabolism: Restructuring the Modern City." The 95th Annual Meeting of the Association of Collegiate Schools of Architecture, Philadelphia, Mar. 2007.
- "Boston Bay, Tokyo Bay, and Yerba Buena: Kenzo Tange's Megastructural Visions and their Influences in America." The 11th Biennial Conference on Planning History, Miami. Oct. 2005.
- "Megastructure: Dinosaur Returns?" Shibaura Institute of Technology, Tokyo, Aug. 2005.
- "From Megastructure to Megalopolis: Formation and Transformation of Mega-projects in Tokyo Bay." The 6th International Symposium on Asian Pacific Architecture, Shanghai, June 2005.
- "A Historical Sketch of Japanese Modern Architecture." University of Pennsylvania, Apr. 2005.
- "Re-structuring Tokyo: Five Visionary Plans in Tokyo's Postwar City Building." The 8th Annual Harvard East Asia Society Graduate Student Conference, Cambridge, Mar. 2005.
- "Modern Architecture and Urbanism of Shanghai." University of Pennsylvania, Mar. 2005.
- "Metabolism: International Avant-garde or Regional Speculation?" the 4th Savannah Symposium, Savannah, Feb. 2005.
- "Tokyo between Dreams and Realities." University of Pennsylvania, Jan. 2005.
- "Metabolism: A Research Outline." University of Pennsylvania, Oct. 2004.
- "Megastructure Revisited." University of Pennsylvania, Sep. 2003.

INSTITUTIONAL AND PROFESSIONAL SERVICES

Graduate Admissions Committee, College of Architecture, UNCC, Jan. 2007 - Present

Degrees awarded and Dates:

- Master of Landscape Architecture, Harvard University, 1983.
- Bachelor of Environmental Design in Landscape Architecture (Cum Laude) ASLA Certificate of Merit for Excellence in the Study of Landscape Architecture, NCSU, 1979.

Number of years in service on this faculty, including date of original appointment and dates of advancement in rank

- Associate Professor, College of Architecture, UNC Charlotte, 1985 - Present; International Faculty, Italy Program, Summer 1999, Graduate Faculty, 1992 - Present
- Co-Founder and Coordinator, Charlotte Community Design Studio, the regions' only civic design center located off-campus in Charlotte's historic South End 1999-2007.
 - Director, Urban Open Space Leadership Institute, 2004-2007.
 - Adjunct Associate Professor, Women's Studies Program, UNC Charlotte, 1990-Present.

Previous teaching appointments and other work experience (over course of career):

- Visiting Critic in Urban Design, Harvard University Graduate School of Design, Fall 2003, Fall 2004.
- Visiting Assistant Professor of Landscape Architecture, Harvard University Graduate School of Design, 1988.
- Ryan-Harris: Design, Planning and Participation, Managing Principal, Charlotte, North Carolina, 2007-.
- Landscape Architect, Licensed in North Carolina, #599 since 1987.
- The Freelon Group, Urban Design & Campus Planning, 2003 - 2004.
- dRa landscape architecture and urban design, Managing Principal, Charlotte, 1995 - 2003, 2004-.
- The Wahler Design Group, Inc., Charlotte, 1988 - 1992.
- Larry Seeman Associates, Environmental and Planning Consultants, Pebble Beach, CA, 1985.
- Landmark Land Co., Inc., Resort Developers, Carmel, California, 1984.
- The SWA Group, Sausalito, California and Laguna Beach, California, 1981.
- Brunswick County Planning Department, Coastal Planner, Bolivia, North Carolina, 1979-1980.

Active membership of professional societies

- Urban Land Institute Member, 2000- Present; Chair, ULI Charlotte Inaugural Lifetime Achievement Award, 2005-, Co-founder, ULI Charlotte Internship Program.
- ASLA Member, 1984 - 1992.
- NC ASLA Member, 1986 - 1992, Member-at-Large, 1991.

Honors, awards and recognitions

- Woman of Distinction, Environmental Award, Girl Scouts Council of America, Carolinas Chapter, 2008.
- Special Achievement Award, Charlotte Mecklenburg Public Art Commission, Charlotte Center City Partners, 2007.
- UNC Charlotte Nominee for the O. Max Gardner Award for the faculty member making the largest contribution to mankind over the preceding year, 2005-2006.
- American Society of Landscape Architects (ASLA) Tri-State Merit Award for Planning & Design, Second Ward Neighborhood Plan (with LandDesign et al) 2002.
- NCASLA Honor Award for Planning & Design, Second Ward Neighborhood Plan (with LandDesign et al) 2002.

Selected recent publications & professional work (last five years)

- *What's Right About Our Region*, published by the Charlotte Community Design Studio (CCDS), January 2008.
- *OPUS: Optimist Park Urban Design Study*, published by the CCDS in cooperation with Harvard University, 2004. Online at www.coa.uncc.edu/ccds/opus.shtml
- *Developing Criteria for an Evaluation of Potential Bridge Sites along the Catawba River*, Urban Open Space Leadership Institute Briefing Book, Published by the Charlotte Community Design Studio, April 2007.
- *Green Infrastructure and Riverfront Access in Belmont, North Carolina*, Urban Open Space Leadership Institute Briefing Book, Published by the Charlotte Community Design Studio, November 2006.
- *The Cost of Being Central: Rethinking the Value of the City's Maintenance Yards in Charlotte*, North Carolina, Urban Open Space Leadership Institute Briefing Book, Published by the Charlotte Community Design Studio, November 2006.
- *Repairing a Hole in the Urban Fabric in Gastonia, North Carolina*, Urban Open Space Leadership Institute Briefing Book, Published by the Charlotte Community Design Studio, November 2006.
- *Re-creating an Authentic Downtown Commercial District in Kannapolis, North Carolina*, Urban Open Space Leadership Institute Briefing Book, Published by the Charlotte Community Design Studio, November 2006.
- *Designing a Gateway for Mt. Holly, North Carolina*, Urban Open Space Leadership Institute Briefing Book, Published by the Charlotte Community Design Studio Briefing Book, Published by the Charlotte Community Design Studio, November 2006.
- *Protecting an Historic Downtown Core in Mt. Pleasant, North Carolina*, Urban Open Space Leadership Institute Briefing Book, Published by the Charlotte Community Design Studio, November 2006.
- *Traditional Downtowns vs. New Town Centers: Making the Fight Fair in Statesville, North Carolina*, Urban Open Space Leadership Institute Briefing Book, Published by the Charlotte Community Design Studio, November 2006.

- *Reconsidering the Town Hall as a Civic Space in Waxhaw, North Carolina*, Urban Open Space Leadership Institute, November 2006.
- *Urban Open Space as a Component of Campus Planning*, Statesville, NC, Urban Open Space Leadership Institute Briefing Book, Published by the Charlotte Community Design Studio, November 2006.
- *Urban Open Space as a Means Towards Visual Mitigation*, Cabarrus County, NC, Urban Open Space Leadership Institute Briefing Book, Published by the Charlotte Community Design Studio, November 2006.
- *Remaking a Place*, Charlotte, NC, Urban Open Space Leadership Institute Briefing Book, Published by the CCDS, November 2006.
- *Making a Meaningful Gateway*, Fort Mill, SC, Urban Open Space Leadership Institute Briefing Book, Published by the CCDS, November 2006.
- *Making a Place for a Pavilion*, Gastonia, NC, Urban Open Space Leadership Institute Briefing Book, Published by the CCDS, November 2006.
- *A YMCA as an Urban Open Space and a Tool for Economic Development*, Marshville, NC, Urban Open Space Leadership Institute Briefing Book, Published by the Charlotte Community Design Studio, November 2006.
- *Designing a Corridor to Connect Downtown Mt. Holly to the Riverfront*, Mt. Holly, NC, Urban Open Space Leadership Institute Briefing Book, Published by the Charlotte Community Design Studio, November 2006.
- *Remaking a Place*, Spencer, NC, Urban Open Space Leadership Institute Briefing Book, Published by the CCDS, November 2006.
- *Urban Open Space as a Component of Campus Planning*, Barium Springs, NC, Urban Open Space Leadership Institute Briefing Book, Published by the Charlotte Community Design Studio, April 2006.
- *Urban Open Space as a Means Towards Visual Mitigation*, Cabarrus County, NC, Urban Open Space Leadership Institute Briefing Book, Published by the Charlotte Community Design Studio, April 2006.
- *Remaking a Place*, Charlotte, NC, Urban Open Space Leadership Institute Briefing Book, Published by the CCDS, April 2006.
- *Making a Meaningful Gateway*, Fort Mill, SC, Urban Open Space Leadership Institute Briefing Book, Published by the CCDS, 2006.
- *Making a Place for a Pavilion*, Gastonia, NC, Urban Open Space Leadership Institute Briefing Book, Published by the CCDS, 2006.
- *A YMCA as an Urban Open Space and a Tool for Economic Development*, Marshville, NC, Urban Open Space Leadership Institute Briefing Book, Published by the Charlotte Community Design Studio, April 2006.
- *Designing a Corridor to Connect Downtown Mt. Holly to the Riverfront*, Mt. Holly NC, April 2006. Urban Open Space Leadership Institute Briefing Book, Published by the Charlotte Community Design Studio, April 2006.
- *Remaking a Place*, Spencer, NC, Urban Open Space Leadership Institute Briefing Book, Published by the CCDS, April 2006.
- *Expanding an Historic Government Center*, Anson County, NC, Urban Open Space Leadership Institute Briefing Book, Published by the Charlotte Community Design Studio, November 2005.
- *Reconsidering an Abandoned School Site*, Cabarrus County, NC, Urban Open Space Leadership Institute Briefing Book, Published by the Charlotte Community Design Studio, November 2005.
- *Urban Open Space and Economic Development via A New Equestrian Center*, Gaston County, NC, Urban Open Space Leadership Institute Briefing Book, Published by the Charlotte Community Design Studio, November 2005.
- *Reconsidering the County Fairgrounds as Urban Open Space*, Iredell County, NC, Urban Open Space Leadership Institute Briefing Book, Published by the Charlotte Community Design Studio, November 2005.
- *Creating a Vision for High Rock and Tuckertown Lakes*, Rowan County, NC, Urban Open Space Leadership Institute Briefing Book, Published by the Charlotte Community Design Studio, November 2005.
- *A Gateway to Lake Tillery*, Stanly County, NC, Urban Open Space Leadership Institute Briefing Book, Published by the CCDS, November 2005.
- *Rethinking the Potential of a Closed Industrial Site on the Banks of the Catawba River*, York County, SC, Urban Open Space Leadership Institute Briefing Book, Published by the Charlotte Community Design Studio, November 2005.
- *Post Institute Presentation Summary CD*, Editor, Urban Open Space Leadership Institute, Published by the CDS, November, 2006.
- *Post Institute Summary*, Urban Open Space Leadership Institute, Published by the Charlotte Community Design Studio, 2006.
- *Post Institute Presentation Summary CD*, Editor, Urban Open Space Leadership Institute, Published by the CCDS, April 2006.
- *Post Institute Summary*, Urban Open Space Leadership Institute, Published by the Charlotte Community Design Studio, April 2006.
- *Post Institute Summary*, Urban Open Space Leadership Institute, Published by the Charlotte Community Design Studio, 2005.
- *Post Institute Presentation Summary CD*, Editor, Urban Open Space Leadership Institute, Published by the CCDS, November 2005.
- *Post Institute Presentation Summary CD*, Editor, Urban Open Space Leadership Institute, Published by the CCDS, November 2005.
- *The Urban Open Space Leadership Institute: Resource Notebook*, published by the CCDS, November 2004.
- *The Mayor's Institute on City Design/ South: Resource Notebook*, published by the CCDS, May 2004.
- *A Transcultural Field Study in Byrn Athyn, Pennsylvania*, American Collegiant Schools of Architecture (ACSA) International Conference, Hong Kong, June 2000. Published in the conference proceedings.
- *Stewart Village*, Charlotte Community Design Studio (CCDS) book and CD, May 2002. Online at www.coa.uncc.edu/ccds/stewartvillage.shtml.
- *The Mayor's Institute on City Design/ South: Resource Notebook*, Self-published by the CCDS, 2002.
- *Camden Square Village*, Charlotte Community Design Studio (CCDS) book and CD, December 2001. Online at www.coa.uncc.edu/ccds/camdensq.shtml.
- *Tukaseegee Park Design*, Mt. Holly, NC, April 2007
- *The Downtown Statesville & 115 Corridor/ Shelton Avenue Master Plan* with Warren and Associates, ColeJenest & Stone et al, 2007
- *Criteria for Bridge Locations along the Catawba River*, Regional Staff Meeting, Charlotte, March 2007
- *A Bridge and its Place*, Urban Open Space Leadership Institute, April 2007
- *Design Guidelines for Voluntary Residential Annexations in Mt. Holly, North Carolina*, February 2006-2007.
- *Strategic Plan for Mt. Holly, North Carolina* with the UNCC Urban Institute, 2007. Available online at www.ui.uncc.edu/mtholly_project.
- *Market Study for Mt. Holly, North Carolina* with the UNCC Urban Institute 2007.
- *Small Area Plan for the Mt. Holly Woods and Waters District* with the UNCC Urban Institute, On-going 2007.
- *Master Plan for Downtown Statesville* with Warren and Associates, ColeJenest & Stone et al, 2006-2007.
- *Mecklenburg County Government Center Parking Deck & Civic Plaza*, Charlotte, North Carolina (with the Freelon Group, ColeJenest & Stone, Walker Parking, RTKL et.al.), 2004-2006. Available on-line at www.freelon.com/#context=detail,category,221.
- *Panveno Residence*, Charlotte, North Carolina, 2005.
- *Gaston College Master Plan*. Denver, North Carolina (with Freelon) 2004.

- Gaston College Preparatory School Master Plan, Gaston, North Carolina (with Freelon) 2003.
- African American Cultural Center, Pittsburgh, PA (with Freelon), 2002. Available online at www.freelon.com/#context=detail,state,243.
- West Park and Third Ward Vision Plan (with Civitas) Charlotte, North Carolina, 2002-2003. Available online at www.charmeck.org/NR/rdonlyres/esb4df6ovuct4asmksyvnivof62y327bhskyjeafysojqofob6ybbkfbiciz56kmspy3e5kr6yhweuctqmp7qtp4t3d/ThirdWardVisionPlanDraft.pdf.
- Downtown Master Plan (with ColeJenest & Stone), Spartanburg, South Carolina, 2002-2003.
- Stewart Village, (with CCDS) Charlotte, North Carolina, 2002. Available online at www.coa.uncc.edu/ccds.
- Camden Village Master Plan, (with CCDS) Charlotte, North Carolina, 2002. Available online at www.coa.uncc.edu/ccds.
- Second Street Area Master Plan (with LandDesign & FMK) Charlotte, North Carolina, 2001-2002. Available online at www.charmeck.org/Departments/Planning/Area+Planning/Plans/Second+Ward+Neighborhood+Plan/home.htm.
- Arena Neighborhood Master Plan Design Charette, Steering Committee, Charlotte, North Carolina, 2001.
- South Tryon Street Area Master Plan (STAMP), with ColeJenest & Stone, Karnes Assoc. & Littlejohn Assoc., Charlotte, NC 2000-2001.
- Charlotte Mecklenburg Park and Recreation, Consultant on the Design of an Uptown Park, Charlotte, North Carolina, 2000.
- First Baptist Church, Consultant to The Adams Design Group, Charlotte, North Carolina, Fall 2000.
- First Union National Bank, Consultant on the Green on South Tryon Street, Charlotte, North Carolina, 2000.
- Second Street Corridor Study, with the CCDS, Charlotte, North Carolina, 2000.

Selected recent grant awards (last five years)

- The Mayor's Institute for City Design: South, National Endowment for the Arts, Awarded but declined. Spring 2007. (\$50,000)
- The Catawba Lands Conservancy, Gift to support the Urban Open Space Leadership Institute and a Study of Pedestrian Bridges Spanning the Catawba River, Spring 2007 (\$25,000).
- The Trust for Public Land, Gift to support the Urban Open Space Leadership Institute and a Study of Pedestrian Bridges Spanning the Catawba River, Spring 2007 (\$3,000).
- The John F. and James S. Knight Foundation for The Urban Open Space Leadership Institute (\$385,000 2004-2007).
- The Urban Land Institute Foundation for The Urban Open Space Leadership Institute for November 2005 (\$35,000).
- The National Endowment for the Arts/ The American Architectural Foundation for the Mayor's Institute on City Design: South (MICD:S) Awarded & Declined for 2006 (\$50,000).
- The Z. Smith Reynolds Foundation for The Urban Open Space Leadership Institute, April 2006 (\$30,000).
- Mt. Holly Master Plan (with the UNC Charlotte Urban Institute), May 2006 (\$120,000).
- Statesville Master Plan (with Frank Warren and Assoc. and ColeJenest & Stone), Spring 2006 (\$7,500).
- The Mayor's Institute on City Design: South, Director, National Endowment for the Arts, Charlotte, North Carolina 2004. (\$50,000)
- Studio Grant, Mills Associates for the Stewart Village Study, 2002 (\$12,500).
- Studio Grant, MECA Properties for the Camden Square Village Study, 2002 (\$10,000).
- The Mayor's Institute on City Design: South, Director, National Endowment for the Arts, Charlotte, North Carolina 2002 (\$50,000).

Selected recent presentations (last five years)

- *Wikiplanning*, Fifth Annual Conference on Urban Regeneration and Sustainability, Skiathos, Greece, September 2008.
- *Rethinking Waterfront Infrastructure and Urbanization*, Just Add Water, ACSA SW Fall Conference, Austin, Texas, October 2007.
- *Rethinking Architecture as a Lens on Stewardship*, Assuming Responsibility: The Architecture of Stewardship, ASCA Southeast Fall Conference, Washington, DC, October 2007.
- *Three Good Men: Understanding Regionalism Through Relationships*, Association for Community Design Annual Conference, Los Angeles, CA. Spring 2006.
- *A Transcultural Field Study in Byrn Athyn, Pennsylvania*, American Collegiant Schools of Architecture (ACSA) International Conference, Hong Kong, June 2000. Published in the conference proceedings.

Institutional and professional service (last five years)

- Development 103: Public Private Partnerships, Planning Committee Member, ULI Charlotte, April 2007
- Design Charette, City of Statesville, February 2007
- Housing Charlotte 2007, Contribution to Planning Committee, 2007
- Crescent Resources Property/ IKEA review, Charlotte Mecklenburg Planning Commission, June 2006
- YOUR TOWN: Citizens' Institute on Rural Design, Design Program, National Endowment for the Arts with Upstate Forever, Resource Team Member, Spartanburg, South Carolina, September 2006.
- Cultivating Creative Communities Conference with Partners for Livable Communities, Steering Committee, Charlotte, 2005-2006.
- Freedom Mall Public Art Project with Topher Delaney, February 2007.
- Design Charette, City of Statesville, February 2007.
- Mt. Holly City Council, Housing Charlotte 2007, Sponsored by the Charlotte City Council, Honorary Chairs Hugh McColl, Jr. and Shirley Fulton, February 2007.
- Environmental Convening Initiative, Charlotte Mecklenburg Community Foundation, 2006.
- Anson County Courthouse Expansion, CCDS, 2006.
- Catawba Thread Trail Steering Committee, 2006-2007.
- University City Partners Board of Directors, 2004-2008. Member of the Inaugural Land Use Committee, 2007.
- Urban Land Institute Charlotte Inaugural Legacy Award, Chair, Fall 2005.
- Carolina Regional Trail Summit, Spring 2006.
- Design Resource Center Summit: Growing the SouthEnd Design District, Spring 2006.
- Charlotte Mecklenburg Public Art Commission, 2000-2006, Chair for 2005-2006.
- Charlotte Mecklenburg Arts and Science Council, 2005-2006.
- Crossroads Charlotte, Arts & Science Council Representative, 2005.
- Charlotte Mecklenburg Arts and Science Council, 2005-2007.

- University City Partners Board of Directors, 2004-2007.
- Crossroads Charlotte, Arts and Science Council Panel Participant, 2004.
- Margarita Society Board of Directors, 2004.
- Charlotte Mecklenburg Public Art Commission, 2000-2005; Chair, 2005-2008.
- Foundation of the Carolinas, Open Space Forum, CCDS Representative, 2005.
- Weed and Seed Committee, Shelby, North Carolina, 2005-.
- Regional Greenway Network, Hosted meeting at the CCDS in coordination with the Centralina Council of Governments, 2004.
- Civic Design Forum, Charlotte, Fall 2004.
- Charlotte Mecklenburg Public Housing Scholarship Fundraising Breakfast, Fall 2004.
- Hands On Charlotte Team Leader, May 2000.
- Founder and Coordinator, Charlotte Community Design Studio (CCDS), 1999- 2007.
- Director, Urban Open Space Leadership Institute (OSL), 2004-2007.
- UNCC Grievance Committee, 2007-2010.
- UNCC COA Master of Urban Design (MUD) Planning Committee, 2007.
- UNCC Campus Circulation Master Plan Review, 2006
- UNCC Honorary Degree Committee, 2006-2009, Chair 2007.
- UNCC University Curriculum Committee, 2006-2009.
- UNCC Campus Circulation Master Plan Review, 2006.
- UNCC Applied Public Policy Focus Group, April 2007.
- UNCC COA Fifth Year Admissions Committee, 2005-2007.
- UNCC COA Faculty Search Committee, 2005-2006.
- UNCC Campus Circulation Master Plan Review, 2006.
- CCDS Outdoor Exhibition Coordination at the Design Center of the Carolinas, 2006.
- UNCC College of Architecture Fifth Year Admissions Committee 1998-2000, 2005, 2006.
- UNCC College of Architecture Lecture Committee, 1985-1986; Chair, 1986-1987, 2005.
- UNCC College of Architecture College Review Committee 1999-2002.

CURRICULUM VITÆ DAVID RUSSELL IAN WALTERS

PROFESSOR OF ARCHITECTURE AND URBAN DESIGN
UNC CHARLOTTE

Degrees Awarded and Dates:

- Bachelor of Architecture (with Honours: emphasis in Urban Design)
University of Newcastle-upon-Tyne [British Terminal Professional Degree: US M.Arch equivalent¹] 1971
- Bachelor of Arts in Architectural Studies (with Honours)
University of Newcastle-upon-Tyne, England, 1968

Number of Years in Service with UNC-Charlotte 17

Full Professor 1994
Associate Professor 1990
Co-Founder of the Charlotte Community Design Studio (CCDS) 1999-2006

Previous Teaching Appointments and Other Work Experience

Full-Time Teaching Positions

- Visiting Associate Professor, School of Architecture, University of Oklahoma, 1987 - 90
- Associate Professor, School of Architecture, Mississippi State University.
Member of the MSU Institute of Small Town Research and Design, 1984 - 87
- Visiting Professor, School of Architecture, Mississippi State University, 1983 - 84
- Visiting Critic, School of Architecture, University of Arkansas, 1981 - 82
- Director, Graduate Professional Program in Architecture, Plymouth Polytechnic, 1979 - 83
- Director, Graduate Architecture and Rural Settlement Program (Urban Design and Small Town Planning), Plymouth Polytechnic, 1979 - 81
- Senior Lecturer (USA Associate Professor Equivalent) School of Architecture, Plymouth Polytechnic, (subsequently Plymouth University), England, 1979 - 83
- Lecturer Grade II (USA Assistant Professor Equivalent) School of Architecture, Plymouth Polytechnic 1976 - 79

Professional Practice

- Senior Urban Designer, The Lawrence Group, (St. Louis, New York, Austin and Davidson, NC.) *Urban Revitalization Projects, Master Planning, Design Guidelines and Form-Based Code Writing*, 2000 to present
- Urban Design and Town Planning Consultant.
Community Revitalization Projects, Master Planning, Design Guidelines and Form-Based Code Writing for North Carolina communities, 1991 - 2001
- Urban Design Consultant: Allison Moses Redden Architects, Little Rock, Arkansas.
Downtown Revitalization projects; new commercial buildings and the conversion of Trailways Bus Depot into retail stores and offices, 1986
- Consultant Architect for the Arkansas Territorial Restoration, Little Rock, Arkansas.
Research programming & conceptual design for a new museum facility, 1985 - 86
- Single Project Partnership with Robert Ford Associates, Starkville, Mississippi.
Design of new Academic Building for the Dept. of Forestry and Aquaculture, Mississippi State University, 1984 - 86
- Urban Design Consultant: Wittenberg, Delony and Davidson, Little Rock, Arkansas.
Town Planning and Urban Design for a New Town, Shalimar Point, Destin, FL.;
Research, programming & conceptual design for a new School of Law, University of

¹ As a result of the 1958 Oxford Conference on Architectural Education, the British graduate degree in Architecture at all universities was labeled "Bachelor" specifically as a nomenclature device to maintain full public funding for students over the course of their complete architectural education (7 years, including supervised practical experience). At that time, full public funding was limited only to undergraduate education, and graduate study at Master's level did not qualify.

Arkansas, Little Rock, 1984 - 86

- Urban Design / Town Planning Consultant: Community Revitalization Project, Madison, Mississippi. *New Town Plan and Zoning Ordinances*, 1983
- Founding Partner, Matoff, Fox and Walters Architects, Plymouth, Devon (subsequently the Walters Fox Partnership). *Historic Building renovation and conversion, Urban Housing, Large -scale Urban Revitalization Plans*, 1977 - 83
- Associate (Senior Associate 1974), Mervyn Seal & Associates, Brixham, Devon. *Urban Infill Housing, Multi-story Housing; Historic Village Extension Master Plan and Housing*, 1972 - 76
- Assistant Architect, Douglass Wise & Partners / Ralph Erskine Architects, Newcastle-upon-Tyne. *Assistant architect for Byker Community Redevelopment (Rehousing and urban design project for inner city neighborhood)*, 1970 - 72
- Community Architect, Inner City Action Group, Newcastle-upon-Tyne. *Advocacy planning and urban design for low-income neighborhoods*, 1968 - 72

Active Membership of Professional Societies

- Registered Architect (Architects' Registration Council of the United Kingdom)
License # 039495 1972 to date
- Chartered Architect (Member of the Royal Institute of British Architects), 1972 to date
- Member, Urban Land Institute, 2000 to date
- Member, American Planning Association, 2000 to date

Honours, Awards and Recognitions

Teaching Awards

- Finalist for the *Bank of America Award for Teaching Excellence*, 2001
- *Jasper P. Baldwin Award for Outstanding Teaching*, University of Oklahoma, Norman, Oklahoma. (Architectural History), 1990
- Nominated Finalist, The University of Oklahoma *Distinguished Lectureship Award*, 1988

Civic Awards

- The "Urbie" Award, for contributions to Urban Design in Charlotte, The Charlotte Observer, 1996
- "Citizen of the Year," (one of ten) honoured by The Charlotte Observer, for Community Service (the fight against sprawl), 1996

Professional Design and Planning Awards

- *Marvin Collins Outstanding Planning Award: Special Theme: Smart Growth.*
Awarded by the NC Chapter of the American Planning Association for the "Huntersville Downtown Master Plan" (with The Lawrence Group), 2006
- *Marvin Collins Outstanding Planning Award: Special Theme: Small Community.*
Renaissance Plan for the "Heart of Wake Forest Comprehensive Plan." Awarded by the NC Chapter of the American Planning Association (with The Lawrence Group), 2005
- *Marvin Collins Outstanding Planning Award: Special Theme: Smart Growth.*
Awarded by the NC Chapter of the American Planning Association for "Center of the Region Enterprise (CORE) Smart Growth Strategic Plan" (with The Lawrence Group), 2004
- S. E. Regional American Collegiate Schools of Architecture Conference, Atlanta, Georgia. "Qualities of Urban Place: design analysis studies." *Design Merit Award*, 1984
- London Docklands Development Corporation: National Design Competition for mixed-use housing & commercial development, Rotherhithe, London. *Second Place Award*, 1983
- NHBC *Best Private Housing in the Seventies Award.* (as Senior Associate with Mervyn Seal & Assoc.)
Private Housing, Devon, 1978
- DOE / RIBA *Good Design in Housing Award.* (as Senior Associate with Mervyn Seal & Assoc.) Private Housing, Devon, 1976
- DOE / RIBA *Good Design in Housing Award.* (as Senior Associate with Mervyn Seal & Assoc.) Co-ownership Housing, Devon, 1975

Selected Recent Publications (last five years)

Books

- *The Future Office*, published by Taylor & Francis, London, 2007 (edited with Chris Grech).
- *Designing Community: Charrettes, Master Plans and Form-based Codes*, published by The Architectural Press, Oxford, UK, 2007.
- *Design First: Design-based Urban Planning for Communities*, with Linda Brown, published by The Architectural Press, Oxford, UK, April 2004.

Chapters in Books

- "Workplace and the New American Community," in *The Future Office*, published by Taylor & Francis, London, 2007.
- "Centers and Edges: The confusion of urban and suburban paradigms in Charlotte-Mecklenburg's development patterns," in *Global Charlotte: the transformation of a southern city*, Smith, H. and Graves, W. eds. To be published by the University of Georgia Press, Forthcoming 2008
- Essays on "New Urbanism"; "Design Ordinances"; "Glasgow"; "Antonio Sant'Elia"; and "Cesar Pelli" in the *Encyclopaedia of Twentieth Century Architecture*, published by Fitzroy Dearborn, New York, 2004.

Articles

- *Integrating Smart Growth into Planning Curricula: the Merger of Planning and Design Concepts* (with Ken Chilton). Published by the EPA's Development, Community, and Environment Division on the EPA website: www.epa.gov/smartgrowth/courses/index.htm#five 2006
- *Smart Growth Toolkits for Traditional Neighborhood Development (TND) and Transit-Oriented Development (TOD) for the Atlanta Regional Commission (ARC)*. Published on the ARC website (www.atlantaregional.com/qualitygrowth/planning)
- "Better than Utopia," Book Review, *Lewis Mumford and American Modernism: Eutopian Theories for Architecture and Urban Planning*, by Robert Wojtowicz, Cambridge University Press, 1996. Published online and in CD-ROM in SIRS Knowledge Source and SIRS Renaissance databases, 2002. (Originally published in *Design Book Review*, 43, Fall 2000).

Peer reviewer for books and articles

Books

- *Zoned Out: Regulation, Markets and Transportation/Land Use Choice*, by Jonathon Levine, for Resources for the Future Press, Washington, DC, (published 2005)

Articles

- "Retrofitting Suburbs," for *Places* magazine, 2005
- "The Influences of the Built Environment and Residential Self-Selection on Pedestrian Behavior" for *Transportation*, an international journal of transportation studies, 2005

Selected Recent Grant Awards (last five years)

- UNC-Charlotte Research Contract with the Village of Wesley Chapel, NC, for Town Planning Consultancy, **\$20,000**, 2007
- *4th Annual P3 Awards: A National Student Design Competition for Sustainability Focusing on People, Prosperity, and the Planet*. The United States Environmental Protection Agency (EPA) (with Dr. Ken Chilton) **\$10,000**, 2006 - 07
- UNC-Charlotte Research Contract with the Town of Mineral Springs, NC, for Town Planning Consultancy, **\$10,000** (with Dr. Ken Chilton), 2005
- UNC-Charlotte Research Contract with the Culture and Heritage Foundation of York County SC, for a master plan for sustainable development on a 400-acre site, **\$18,000**, 2003

Selected Recent Presentations (last five years)

- *Transportation Alternatives for Sustainable Cities*. Presentation at the *Designing Sustainable Cities Conference*, NC State University / City of Raleigh Urban Design Center, 2006
- Keynote Speaker, Leadership Rowan: *The Challenges of Smart Growth*, 2006

- *The Mecklenburg Miracle: New Urbanist Zoning in North Mecklenburg County*. Invited presentation at the APA National Conference, San Francisco, March 2005
- Keynote Speaker, Catawba College Environmental Center Fall Lecture Series
Designing our Way to Cleaner Air, 2005
- Keynote Speaker, Leadership Rowan Seminar, *Planning for the Future*, Salisbury, NC, 2005
- *Old Urbanism = New Urbanism: The relevance of John Nolen to future development*. Lecture at Atkins Library in conjunction with the exhibition, *John Nolen: Neighborhood Maker*, organized by The Levine Museum of the New South, 2005
- *Urban Design for Planners*. Lecture and Mini-Charrette for NC Chapter APA Annual Conference, Raleigh, NC, 2004
- Keynote Speaker, Leadership Rowan Seminar, *The Future: Are We Ready?*, Salisbury, NC, 2004
- Keynote Speaker, Leadership Rowan Seminar, *Future Perspectives*, Salisbury, NC, 2003
- Keynote Speaker, City of Gastonia Neighborhood Trends Symposium; *New Urbanism: Myth and Reality*, 2002.
- Keynote Speaker, Leadership Rowan Seminar, *Future Perspectives*, Salisbury, NC, 2002
- Panelist, Alliance for Regional Stewardship, National Leadership Forum, Charlotte, 2002

Institutional and Professional Service (last five years)

Institutional Service

- Member special University Ad-hoc Committee to adjudicate a case of academic malpractice by an UNC-Charlotte faculty member, 2007
- Elected Chair of the Faculty Employment Status Committee (FESC), 2007
- Member, Faculty Academic Planning and Budget Committee (FAPBC), 2005 – 2007
- Member, Faculty Executive Committee (FEC), 2004 - to date
- Panel member for the Open Space Leadership Institute, 2004-2006
- Panel member for the Mayors' Institute on City Design (South), 2002, 2004
- Member, Search Committee for the Director of the Urban Institute, 2002 - 2003
- Advanced Program Coordinator, College of Architecture, 2002 - 2006
- Co-Coordinator of the Charlotte Community Design Studio (CCDS), 1999-2006
- Member of the Academic Integrity Board (AIB), 1995- to date

Professional Service

- Chair, Charlotte Area Transit System (CATS) Public Art in Transit Advisory Committee. Responsible for commissioning artists and overseeing \$2.5 million art budget. Report to Metropolitan transit commission and Charlotte City Council, 2003 – 2007
- Juror, Society of American Registered Architects National Design Awards, 2004
- "The Future Office," AIA Summer Design Conference 2004, (with Chris Grech). Moderator and Founding Member of Conference Planning and Steering Committee.
- Judge for Historic Charlotte Preservation Awards, 2003 - 2005

EMILY GUNZBURGER MAKAŠ

Assistant Professor, College of Architecture, The University of North Carolina at Charlotte
emakas@uncc.edu

EDUCATION

Cornell University, College of Art, Architecture & Planning, Ithaca, NY
PhD, History of Architecture and Urbanism, Department of Architecture, 2007

Columbia University, Graduate School of Architecture, Preservation and Planning, NY, NY
Masters of Science, Historic Preservation, 1997

University of Tennessee, Knoxville, TN
Bachelors of Arts, History, Magna Cum Laude, 1995

YEARS IN SERVICE AT UNC CHARLOTTE

Assistant Professor, College of Architecture, University of North Carolina at Charlotte, NC,
½ year - from August 2007

PREVIOUS ACADEMIC EXPERIENCE

Adjunct Professor, Dept. of History, George Mason University, Fairfax, VA, Spring 2005

AWARDS

Best Dissertation Award, *Urban History Association*, 2008
Temple Hoyne Buell Writing Prize, *Columbia University*, May 1997

PUBLICATION HISTORY

Planning Central and South-Eastern European Capital Cities in the Age of Nationalism
Co-edited with Tanja Damljanovic. Forthcoming, Routledge, 2009.

Colonial Imperialism and Other Identities in the Bosnian Pavilion at Paris 1900
Forthcoming in *Exhibiting the Nation*, co-edited by Mary Neuburger and Cathleen. Giustino.

Representing Competing Identities in Postwar Mostar
EES News (January-February 2006) Woodrow Wilson International Center for Scholars.

Interpreting Multivalent Sites: New Meanings of Mostar's Old Bridge
Centropa 5, no. 1 (January 2005) special issue *Methodology and Theory in Central European Art and Architecture* guest edited by Christopher Long.

GRANTS / FELLOWSHIPS

- A. Henry Detweiler Fellowship**, *Department of Architecture, Cornell*, Summers 2003, 2006
- Junior Scholars' Training Seminar Participation Fellowship**, *The Woodrow Wilson International Center for Scholars*, August 2005
- Jennings Randolph Program Peace Scholar Fellowship**, *United States Institute of Peace*, Academic Year 2003-2004
- International Research Travel Grant**, *Einaudi Center for International Studies, Cornell University*, Summers 2002, 2003
- Samuel Kress Foundation Fellowship**, *Society of Architectural Historians*, April 2003
- Conference Travel Grant**, *Graduate School, Cornell University*, March 2003
- Michele Sicca Graduate Research Grant**, *Institute for European Studies, Cornell University*, March 2003
- MacDougall Fellowship**, *Department of Architecture, Cornell University*, June 2002
- Supplemental Research Grant**, *Peace Studies Program, Cornell University*, Fall 2002
- Foreign Language and Area Studies Fellowship**, *US Department of Education*, Summers 2000, 2001
- Conference Support Grant**, *Trust for Mutual Understanding*, January 2001
- Project Support Grant**, *Cornell Council for the Arts*, December 2000
- Sage Graduate Fellowship**, *Department of Architecture, Cornell University*, 1999-2004
- Travel Research Grant**, *Trust for Mutual Understanding*, July 1997

CONFERENCE PAPERS / INVITED LECTURES

The Bosnian Pavilion at the 1900 World's Fair in Paris

Exhibiting the Nation: World's Fairs, National Exhibitions and the Place of Southeastern and East Central Europe, *Department of History, University of Texas at Austin*, October 2007.

Mostar Beyond the Bridge

Special Presentation. *The World Bank, Washington, DC*, December 2005

Representing Competing Identities in Postwar Mostar

East European Studies and Comparative Urban Studies Programs, Woodrow Wilson International Center for Scholars, Washington, DC, November 2005

Competing Visions of Mostar's Postwar Identity

Urban Europe in Comparative Perspective: European Association for Urban History 8th International Conference, *Stockholm, Sweden*, August 2006.

Mostar's New Old Bridge as a Monument to Multinational Bosnian Identity

Society of Architectural Historians 56th Annual Meeting, *Denver, CO*, April 2003.

War, Law and Architectural Sites, with reference to Iraq

Special Presentation, *Dept. of Architecture, Cornell University, Ithaca, NY*, April 2003

Problematizing the New Meanings of Mostar's Old Bridge: Questioning Multinational Bosnian Identity and the Bridge's Role in Reconciliation

Emerging Methodologies in East Central European Architectural History, Department of Architecture, University of Texas at Austin, TX, February 2003

Monuments & Reconstructions in Mostar: Memories & Identities in Postwar Bosnia

Commemoration and the City: 3rd Savannah Symposium, Department of Architectural History, Savannah College of Art and Design, Savannah, GA, February 2003.

Reconstructing Replicas: Recent Discussions and Projects for Multivalent Sites

Target Architecture: The Role of Old Buildings in the Management of Global Conflict, James Marston Fitch Colloquium, Historic Preservation Program, Columbia University, New York, NY, February 2002

Mostar's Old Bridge and the Bridge Metaphor for Bosnia

CON/DE/RECON-struction of South Slavic Architecture, History of Architecture and Urbanism Program, Cornell University, March 2001.

INSTIUTIONAL / PROFESSIONAL SERVICE

Chair, Honors Program Planning Committee, College of Arts and Architecture, UNCC, 2007

Member, Curriculum Committee, Department of Architecture, UNCC, 2007

Member, Scholarship Committee, Department of Architecture, UNCC, 2007

Rapparteur, "Protection of Cultural Heritage Sites in the Aftermath of Bamiyan," Roundtable Workshop, The World Monuments Fund, New York, NY, April 2002

Program Coordinator, Mostar 2004 Workshop, Mostar, Bosnia-Herzegovina, July 2004

Co-organizer, *CON/DE/RECON-struction of South Slavic Architecture* Conference, Department of Architecture, Cornell University, March 2001

MEMBERSHIPS IN PROFESSIONAL ORGANIZATIONS

Member, Urban History Association

Member, Society of Architectural Historians

Member, SHERA (Society of Historians of East European and Russian Art & Architecture)

Member, HGCEA (Historians of German and Central European Art & Architecture)

Member, US / ICOMOS

Member, American Association for the Advancement of Slavic Studies

Member, Association for the Study of Nationalities

APPENDIX III: ELECTIVE COURSES FOR M.U.D PROGRAM

COLLEGE OF ARCHITECTURE

- ARCH 6050 Dilemmas of Modern City Planning
- ARCH 6050 Community Planning Workshop
- ARCH 6050 Real Estate Development Studies
- ARCH 6050 Urban Form, Context and Economics
- ARCH 6050 Strategies for the Public Realm
- ARCH 6050 Public Space in Cities
- ARCH 6050 Shaping the American City
- ARCH 6050 Post-CIAM Discourses on Urbanism
- ARCH 6050 Site Sustainability and Planning
- ARCH 6050 Introduction to Urban Design (formerly Urban Settlements)
- ARCH 6050 The Changing Urban Landscape: The Development of Uptown Charlotte, 1875-2000
- ARCH 6050 Mayors' Institute on City Design / South

COLLEGE OF BUSINESS

- MBAD 6158 Real Estate Finance and Investment
 - MBAD 6159 Real Estate Development
 - MBAD 6160 Real Estate Capital Markets
 - MBAD 6258 Site Feasibility Analysis (crosslisted GEOG 6102)
 - MBAD 6259 Applied Real Estate Development
- (More real estate electives will become available with the formation of the proposed new Master of Science in Real Estate [MSRE] program).

COLLEGE OF ENGINEERING

- CEGR 5090 Sustainable Design

DEPT. OF GEOGRPAHY

- GEOG 5120 Introduction to Geographic Information Systems
- GEOG 5190 Geographic Information Systems for Non-Majors
- GEOG 5160 The Geography of Transportation Systems
- GEOG 5040 Transportation Topics
- GEOG 5108 Sport. Place and Development
- GEOG 5155 Retail Location
- GEOG 5209 Small Town Planning
- GEOG 5210 Urban Planning Methods
- GEOG 6102 Site Feasibility Analysis (crosslisted MBAD 6258)
- GEOG 6104 Industrial Location
- GEOG 6106 Urban Planning: Theory and Practice

DEPT. OF SOCIOLOGY

- SOCY 5125 Urban Sociology

DEPT. OF PUBLIC ADMINISTRATION

- MPAD 6184 Urban Politics
- MPAD 6185 Intergovernmental Relations
- MPAD 6328 Urban and Community Development

DEPT. OF HISTORY

- HIST 5300 Introduction to Public History
- HIST 6320 Historic Preservation

APPENDIX IV: CONSULTATION ON LIBRARY HOLDINGS



UNCC HARLOTTE
J. Murrey Atkins Library

Consultation on Library Holdings

To: Jose Gamez
From: Alison Bradley
Date: 10/22/07
Subject: Master of Urban Design Library Holdings Consultation

Summary of Librarian's Evaluation of Holdings:

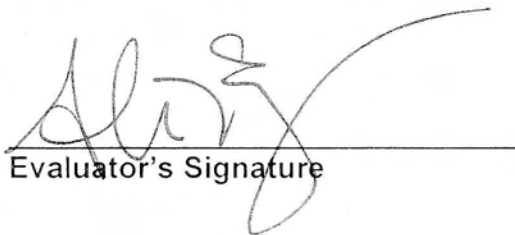
Evaluator: Alison Bradley Date: 10/22/07

Please Check One:

- Holdings are superior
- Holdings are adequate
- Holdings are adequate only if Dept. purchases additional items.
- Holdings are inadequate

Comments:

Current library holdings should be sufficient for research and teaching in the Master of Urban Design program, as urbanism and sustainable development have been areas of interest for the School of Architecture for some time. The library provides access to electronic databases such as the Avery Index to Architectural Periodicals, Web of Science, GEOBASE, PAIS International, and the ASCE Civil Engineering Database which provide access to research in the field, while also subscribing to many relevant scholarly and professional journals related to urban design.



Evaluator's Signature

10/22/07

Date

**APPENDIX V: ESTIMATES OF ADDITIONAL COSTS FOR FIRST
THREE YEARS OF PROGRAM OPERATION**

**Projected Funding for New Degree Program
Master of Urban Design
Regular Term 2009-2010
(Based on 2008-2009 Change in Student Credit Hours)**

Program Category	Change in Student Credit Hours			Instructional - Position Funding Factors			Instructional Positions Required		
	Undergrad	Masters	Doctoral	Undergrad	Masters	Doctoral	Undergrad	Masters	Doctoral
Category I				708.64	169.52	115.56	0.000	0.000	0.000
Category II				535.74	303.93	110.16	0.000	0.000	0.000
Category III				406.24	186.23	109.86	0.000	0.000	0.000
Category IV				232.25	90.17	80.91	0.000	0.000	0.000

Fringe rates for staff
 FICA @ 7.65%
 Retirement @ 7.14%
 Medical @ \$3,854

Fringes for faculty salaries
 FICA @ 7.65%
 Retirement @ 11.16%
 Medical @ \$3,854

18.81%

\$10,889
\$15,885
\$7,095
<u>\$33,869</u>

Total Positions Required		1.841
Instructional - Position Salary Rate		<u>\$77,316</u>
101-1310 Instructional Salary Amount		\$142,339
Other Academic Costs	44.89300%	<u>63,900</u>
Purpose 101 Total Academic Requirements		\$206,239
Purpose 151 Library	11.48462%	23,686
Purposes 152, 160, 170 180 General Instit Support	54.04980%	111,472
Neg Adj Factor	50.00000%	n/a
In-state SCHs	0	
Financial Aid (in-state)	67.99800%	<u>0</u>
Total Requirements		<u>\$341,397</u>

SUMMARY OF ESTIMATED ADDITIONAL COSTS FOR PROPOSED PROGRAM/TRACK

Institution		UNC Charlotte		Date		November 20, 2007	
Program (API#, Name, Level)		04.0301 City/Urban, Community and Regional Planning		Program Year		2009-2010	
Degree(s) to be Granted		Master of Urban Design					
ADDITIONAL FUNDING REQUIRED - BY SOURCE							
	Reallocation of Present Institutional Resources	Enrollment Increase Funds	Federal/State or Other Non-state Funds (Identify)	New Allocations	Total		
101 Regular Term Instruction							
1210 SPA Regular Salaries	\$35,000				\$35,000		
Administrative Assistant	35,000						
1110 EPA Non-teaching Salaries					0		
1310 EPA Academic Salaries	75,000	0	0		75,000		
Asst/Assoc. Professor	75,000						
1810 Social Security	8,415		0		8,415		
1820 State Retirement	10,869		0		10,869		
1830 Medical Insurance (3854*X)	7,708				7,708		
2000 Supplies and Materials	50,000				50,000		
2300 Educational Supplies	50,000				50,000		
2600 Office Supplies					0		
3000 Current Services	6,000				6,000		
3100 Travel	5,000						
3200 Communications	1,000						
3400 Printing & Binding							
5000 Capital Outlay (Equipment)	5,000				5,000		
5100 Office Equipment							
5200 EDP Equipment	5,000						
TOTAL Regular Term Instruction	\$197,992	\$0	\$0	\$0	\$197,992		
151 Libraries							
5000 Capital Outlay (Equipment)	10,000	0			10,000		
5600 Library Book/Journal	10,000						
TOTAL Libraries	\$10,000	\$0	\$0	\$0	\$10,000		
189 General Institutional Support							
2000 Supplies and Materials					0		
2600 Office Supplies							
3000 Current Services					0		
3200 Communications							
3400 Printing & Binding							
5000 Capital Outlay (Equipment)					0		
5100 Office Equipment							
5200 EDP Equipment							
TOTAL General Inst. Support	\$0	\$0	\$0	\$0	\$0		
TOTAL ADDITIONAL COSTS	\$229,198	\$0	\$0	\$0	\$229,198		

NOTE: Accounts may be added or deleted as required.

**Projected Funding for New Degree Program
Master of Urban Design
Regular Term 2010-2011
(Based on 2009-2010 Change in Student Credit Hours)**

Program Category	Change in Student Credit Hours			Instructional - Position Funding Factors			Instructional Positions Required		
	Undergrad	Masters	Doctoral	Undergrad	Masters	Doctoral	Undergrad	Masters	Doctoral
Category I				708.64	169.52	115.56	0.000	0.000	0.000
Category II				535.74	303.93	110.16	0.000	0.000	0.000
Category III		142		406.24	186.23	109.86	0.000	0.762	0.000
Category IV				232.25	90.17	80.91	0.000	0.000	0.000

Fringe rates for staff
 FICA @ 7.65%
 Retirement @ 7.14%
 Medical @ \$3,854

Fringes for faculty salaries
 FICA @ 7.65%
 Retirement @ 11.16%
 Medical @ \$3,854

	\$4,510
	\$6,579
	\$2,939
	<u>\$14,028</u>

Total Positions Required		0.762
Instructional - Position Salary Rate		<u>\$77,316</u>
101-1310 Instructional Salary Amount		\$58,953
Other Academic Costs	44.89300%	<u>26,466</u>
Purpose 101 Total Academic Requirements		\$85,419
Purpose 151 Library	11.48462%	9,810
Purposes 152, 160, 170 180 General Instit Support	54.04980%	46,169
Neg Adj Factor	50.00000%	n/a
In-state SCHs	0	
Financial Aid (in-state)	67.99800%	<u>0</u>
Total Requirements		<u>\$141,398</u>

SUMMARY OF ESTIMATED ADDITIONAL COSTS FOR PROPOSED PROGRAM/TRACK

Institution		UNC Charlotte		Date		November 20, 2007	
Program (API#, Name, Level)		04.0301 City/Urban, Community and Regional Planning		Program Year		2010-2011	
Degree(s) to be Granted		Master of Urban Design					
ADDITIONAL FUNDING REQUIRED - BY SOURCE							
	Reallocation of Present Institutional Resources	Enrollment Increase Funds	Federal/State or Other Non-state Funds (Identify)	New Allocations	Total		
101 Regular Term Instruction							
1210 SPA Regular Salaries							\$0
1110 EPA Non-teaching Salaries							0
1310 EPA Academic Salaries	0	58,953	0				58,953
Adjunct		58,953					
1810 Social Security	0	4,510	0				4,510
1820 State Retirement	0	0	0				0
1830 Medical Insurance							0
2000 Supplies and Materials		21,956					21,956
2300 Educational Supplies	3,044	21,956					
2600 Office Supplies							
3000 Current Services		0					0
3100 Travel							
3200 Communications							
3400 Printing & Binding							
5000 Capital Outlay (Equipment)	10,000	0					10,000
5100 Office Equipment							
5200 EDP Equipment	10,000						
TOTAL Regular Term Instruction	\$10,000	\$85,419	\$0	\$0	\$0	\$0	\$95,419
151 Libraries							
5000 Capital Outlay (Equipment)	25,190	9,810					35,000
5600 Library Book/Journal	25,190	9,810					
TOTAL Libraries	\$25,190	\$9,810	\$0	\$0	\$0	\$0	\$35,000
189 General Institutional Support							
2000 Supplies and Materials		15,400					15,400
2600 Office Supplies		15,400					
3000 Current Services		15,400					15,400
3200 Communications		7,700					
3400 Printing & Binding		7,700					
5000 Capital Outlay (Equipment)		15,369					15,369
5100 Office Equipment		7,700					
5200 EDP Equipment		7,669					
TOTAL General Inst. Support	\$0	\$46,169	\$0	\$0	\$0	\$0	\$46,169
TOTAL ADDITIONAL COSTS	\$35,190	\$141,398	\$0	\$0	\$0	\$0	\$176,588

NOTE: Accounts may be added or deleted as required.

**Projected Funding for New Degree Program
Master of Urban Design
Regular Term 2011-2012
(Based on 2010-2011 Change in Student Credit Hours)**

Program Category	Change in Student Credit Hours			Instructional - Position Funding Factors			Instructional Positions Required		
	Undergrad	Masters	Doctoral	Undergrad	Masters	Doctoral	Undergrad	Masters	Doctoral
Category I				708.64	169.52	115.56	0.000	0.000	0.000
Category II				535.74	303.93	110.16	0.000	0.000	0.000
Category III		24		406.24	186.23	109.86	0.000	0.129	0.000
Category IV				232.25	90.17	80.91	0.000	0.000	0.000

Fringe rates for staff
 FICA @ 7.65%
 Retirement @ 7.14%
 Medical @ \$3,854

Fringes for faculty salaries
 FICA @ 7.65%
 Retirement @ 11.16%
 Medical @ \$3,854

	\$762
	\$1,112
	\$497
	<u>\$2,371</u>

Total Positions Required		0.129
Instructional - Position Salary Rate		<u>\$77,316</u>
101-1310 Instructional Salary Amount		\$9,964
Other Academic Costs	44.89300%	<u>4,473</u>
Purpose 101 Total Academic Requirements		\$14,437
Purpose 151 Library	11.48462%	1,658
Purposes 152, 160, 170 180 General Instit Support	54.04980%	7,803
Neg Adj Factor	50.00000%	n/a
In-state SCHs	0	
Financial Aid (in-state)	67.99800%	<u>0</u>
Total Requirements		<u>\$23,898</u>

SUMMARY OF ESTIMATED ADDITIONAL COSTS FOR PROPOSED PROGRAM/TRACK

<i>Institution</i>	UNC Charlotte			<i>Date</i>	November 20, 2007	
<i>Program (API#, Name, Level)</i>	04.0301 City/Urban, Community and Regional Planning					
<i>Degree(s) to be Granted</i>	Master of Urban Design			<i>Program Year</i>	2011-2012	
ADDITIONAL FUNDING REQUIRED - BY SOURCE						
	Reallocation of Present Institutional Resources	Enrollment Increase Funds	Federal/State or Other Non-state Funds (Identify)	New Allocations	Total	
101 Regular Term Instruction						
1210 SPA Regular Salaries						\$0
1110 EPA Non-teaching Salaries						0
1310 EPA Academic Salaries	70,036	9,964	0			80,000
Asst/Assoc. Prof.	70,036	9,964				
1810 Social Security	5,358	762	0			6,120
1820 State Retirement	7,816	1,112	0			8,928
1830 Medical Insurance	2,935	497				3,432
2000 Supplies and Materials	22,898	2,102				25,000
2300 Educational Supplies	22,898	2,102				
2600 Office Supplies						
3000 Current Services		0				0
3100 Travel						
3200 Communications						
3400 Printing & Binding						
5000 Capital Outlay (Equipment)	20,000	0				20,000
5100 Office Equipment	20,000					
5200 EDP Equipment						
TOTAL Regular Term Instruction	\$129,043	\$14,437	\$0	\$0		\$143,480
151 Libraries						
5000 Capital Outlay (Equipment)		1,658				1,658
5600 Library Book/Journal		1,658				
TOTAL Libraries	\$0	\$1,658	\$0	\$0		\$1,658
189 General Institutional Support						
2000 Supplies and Materials		2,600				2,600
2600 Office Supplies		2,600				
3000 Current Services		2,600				2,600
3200 Communications		1,300				
3400 Printing & Binding		1,300				
5000 Capital Outlay (Equipment)		2,603				2,603
5100 Office Equipment		1,300				
5200 EDP Equipment		1,303				
TOTAL General Inst. Support	\$0	\$7,803	\$0	\$0		\$7,803
TOTAL ADDITIONAL COSTS	\$129,043	\$23,898	\$0	\$0		\$152,941

NOTE: Accounts may be added or deleted as required.