5. Administrative Change – New Department

**College of Architecture**
Department of Visualization
Memorandum

DATE February 5, 2007

TO: Faculty Senate
    Texas A&M University

THROUGH: Dr. Robert Knight, Chair
         University Curriculum Committee

THROUGH: Prof. Tom Regan, Dean, College of Architecture

FROM: Dr. Louis G Tassinary, Associate Dean for Research
      Chair, Committee to form a Department of Visualization

We respectfully submit the attached proposal for a new Department of Visualization within the College of Architecture for review by the University Curriculum Committee and request that it be forwarded for review and approval by the Faculty Senate, Provost and President.

The proposed administrative change would do the following:

1) Create a new Department of Visualization within the College of Architecture.
2) Move the M.S. degree in Visualization Sciences and associated faculty members within the College of Architecture to the proposed Department of Visualization.
3) Integrate the existing College of Architecture Visualization Laboratory into the new department maintaining its primary role of supporting visualization education.
4) Provide an administrative home for the development of new, to be proposed, undergraduate and graduate programs in visualization.

The proposed administrative change is motivated by the outstanding success of the existing Master of Science in Visualization Sciences program and the perceived need for developing complementary visualization degree programs at the undergraduate and advanced graduate levels. An independent academic department is needed to focus on and nurture the development and operation of these programs. It is also motivated by the need to enhance and develop programs in the visual arts at Texas A&M University. Establishment of this new department creates a clear entity with increased external visibility and representation in the college, university, and larger academic community as well as industry.
While Visualization certainly depends on, and may contribute to, art and aesthetics, the proposed department is envisioned as neither an “art” nor a “fine art” department. Its focus is on the development and implementation of emerging digital, computer-based methods for visual communication and for enhancing understanding and gaining insight through visual means.

The existing Master of Science in Visualization Sciences is a 48 credit hour program. The program’s emphasis on blending visual skills and conceptual knowledge with strong capabilities in the underlying mathematics, science, and digital technology results in graduates that are in high demand. Visual effects companies such as Industrial Light and Magic and animation studios such as Pixar Animation Studios employ many students from this program. Pixar, for example, currently employs about 30 former students from this program. These students are typically employed as Technical Directors, positions requiring a unique combination of excellent visual judgment and strong technical skills and knowledge.

As the outgrowth of a pioneering program in visualization, the proposed department will be well positioned as a national leader in this field. The existing faculty is highly qualified with excellent teaching and research credentials. This is evidenced by high quality peer reviewed publications, respected books, and external research funding from NSF and other sources. There is a clear demand for graduates in this area and there is a large pool of candidates desiring to earn degrees in Visualization. The next logical step in the evolution of visualization higher education is the creation of a Department of Visualization and it should occur within the College of Architecture at Texas A&M University.
A Proposal

to the

TEXAS HIGHER EDUCATION COORDINATING BOARD

to authorize a

Department of Visualization

Presented by the

College of Architecture

Texas A&M University

January 12, 2006
Executive Summary

The College of Architecture at Texas A&M University, College Station, proposes an innovative new Department of Visualization. Along with elements of mathematics and aspects of computer science, Visualization includes visual art and design and visual perception as part of its interdisciplinary core. The proposed department offers a unique interdisciplinary structure, which will meet important needs of the State of Texas, the academic profession for visualization higher education, and the visualization industry. It will also support the long-term strategic goals of Texas A&M University, and give Texas A&M University a distinctive place in this field. Because there is no department like it at any university in the United States, or to the best of our knowledge in the rest of the world, this department will satisfy needs in this field not met anywhere else.

The proposed administrative change would do the following:

1) Create a new Department of Visualization within the College of Architecture
2) Move the M.S. degree in Visualization Sciences and associated faculty members within the College of Architecture to the proposed Department of Visualization.
3) Integrate the existing College of Architecture Visualization Laboratory into the new department maintaining its primary role of supporting visualization education.
4) Provide an administrative home for the development of new, to be proposed, undergraduate and graduate programs in visualization

The proposed department name, Visualization, is one that encompasses the technology, art, and science of visual communication. Visualization is an emerging discipline that includes areas such as architectural visualization, data visualization, and forensic visualization as well as visualization in the entertainment industry. Since, like Architecture, visualization is a blend of design, visual art, science and technology, the College of Architecture is a natural place for this new department. As in the current Visualization Sciences masters program, the new department will encourage and maintain the necessary vigorous interdisciplinary blend of the visual arts and the visual and imaging sciences and technology.

The proposed administrative change is motivated by the outstanding success of the existing Master of Science in Visualization Sciences program and the perceived need for developing complementary visualization degree programs at the undergraduate and advanced graduate levels. An independent academic department is needed to focus on and nurture the development and operation of these programs. It is also motivated by the need to enhance and develop programs in the visual arts at Texas A&M University. Establishment of this new department creates a clear entity with increased external visibility and representation in the college, university, and larger academic community as well as industry.

While Visualization certainly depends on, and may contribute to, visual art and visual aesthetics, the proposed department is not envisioned as an "art" or "fine art" department. Its focus is on the development and implementation of emerging digital, computer-based methods for visual communication and for enhancing understanding and gaining insight through visual means.
The existing Master of Science in Visualization Sciences is a 48 credit hour program. This program and its students are well known and respected in the visualization industry. An illustration of this is a recent visit to Texas A&M by Jeffrey Katzenberg, CEO of DreamWorks Animation SKG (creators of the recent films “Shrek,” “Shrek II,” “Over the Hedge,” and “Flushed Away”) to discuss faculty research, to view student projects and to make a presentation to students on the “Future of Computer Animation.”

The program’s curriculum requires that all graduates acquire a strong basic foundation in visual design and visual aesthetics as well as in the mathematical, scientific and technical aspects of visualization. In addition, each graduate develops significant in depth knowledge of a focus area in visualization, culminating in a research thesis. Core course topics include 3D modeling and animation, algorithmic analysis and manipulation of digital images, algorithmic synthesis of digital images, design communication, three-dimensional surface and volume modeling, videography, computing for visualization, and concepts of visual communication. Additional course topics include advanced animation, rendering and shading synthetic environments, advanced design communication, digital compositing, digital media, time-based media, multimedia web design, color photography, facial modeling and animation, experimental visualization techniques, computer graphics, geometric modeling and physically-based modeling.

The program’s emphasis on blending visual skills and conceptual knowledge with strong capabilities in the underlying mathematics, science, and digital technology results in graduates that are in high demand. Visual effects companies such as Industrial Light and Magic and animation studios such as Pixar Animation Studios employ many students from this program. Pixar, for example, currently employs about 30 former students from this program. These students are typically employed as Technical Directors, positions requiring a unique combination of excellent visual judgment and strong technical skills and knowledge.

The needs of the state of Texas, the strategic plans of Texas A&M University as set forth in Vision 2020, and the national academic job market all make the establishment of such a department appropriate. The proposed Department of Visualization at Texas A&M University will be uniquely positioned to help meet these needs. As the outgrowth of a pioneering program in visualization, the proposed department will be well positioned as a national leader in this field. The existing faculty is highly qualified with excellent teaching and research credentials. This is evidenced by high quality peer reviewed publications, respected books, and external research funding from NSF and other sources. There is a clear demand for graduates in this area and there is a large pool of candidates desiring to earn degrees in Visualization. The next logical step in the evolution of visualization higher education is the creation of a Department of Visualization and it should occur within the College of Architecture at Texas A&M University.
I. Change Request

A. *Describe the exact administrative change proposed.*

The proposed administrative change would do the following:

1. Establish a new Department of Visualization within the College of Architecture
2. Move the exiting Master of Science in Visualization Sciences degree from the Department of Architecture to the proposed Department of Visualization.
3. Move existing faculty supporting Visualization Sciences within the College of Architecture to the proposed Department of Visualization
4. Integrate the existing College of Architecture Visualization Laboratory into the proposed Department of Visualization

The proposed department name, *Visualization*, is one that encompasses the technology, art, and science of computer based visual communication. This emerging discipline includes specializations such as architectural visualization, data visualization, and forensic visualization as well as visualization in the entertainment industry.

B. *Explain in detail and project for five years the current administrative load under the present organizational structure and that which would be expected under the proposed structure. Explain the rationale for the projections. Cite number of the faculty, teaching assistants, research projects, majors, minors, etc. If the request calls for dividing an existing administrative unit, provide information relative to the projected size of the new unit as well as the size of the old unit.*

The administrative load associated with the proposed Department of Visualization is currently spread between the Department of Architecture and the College of Architecture's Visualization Laboratory. The Visualization Sciences Master of Science program is one of five degree programs of the Department of Architecture. The Visualization Sciences program is supported by a small subset of the current Department of Architecture faculty. The Visualization Laboratory provides the support staff and computational infrastructure that enables the Visualization Sciences program.

The proposed department would be formed by integrating the Visualization Sciences Master of Science degree program, and its supporting faculty, with the existing Visualization Laboratory (see the attached organization charts).

Approximately 12 faculty positions will be transferred to the new department along with one academic program coordinator position. The new department will require a new department head. During the first year it is expected that one of the current faculty will serve as interim head while a search is conducted to find an appropriate department head. The College of Architecture has allocated one of its senior Faculty Re-Investment positions for the new department head. The College has also allocated two additional junior Faculty Re-Investment positions to the proposed department.
The support staff of the Visualization Laboratory consists of the Laboratory Director, two senior technical staff positions and an Administrative Assistant. These positions will be transferred to the new department. The Administrative Assistant position will be upgraded to an Assistant to the Department Head position.

Five year projections are shown in Table 1. Distribution of students by major is shown in Table 2.

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<th>Table 1 – Current and Proposed Administrative Load</th>
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Table 2 – Current and Proposed Student Distribution by Major

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<td>Architecture TOTAL</td>
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| Department of Visualization        | MS Visualization          | 70  |
|                                    | Visualisation TOTAL       | 70  |

II. Reason for Request

Provide a rationale for the proposed change including an assessment of its impact on the affected administrative unit(s) and on the institution as a whole.

The current Visualization Sciences program was established in 1991 as a thesis option Master of Science degree program. This program has earned an international reputation for academic excellence. Admission to this program has become very competitive, with many more applicants than available positions. Graduates of this program are and have been in very high demand. These graduates have gone on to successful and rewarding careers in the various areas and applications of digitally based Visualization. Students from this program are currently employed by a number of Texas based companies such as Reel Effects (an animation studio in the Dallas area), MultiGen-Paradigm (a visual simulation company in the Dallas area), and a number of multimedia and game development companies in Austin. Visual effects companies such as Industrial Light and Magic, Sony Imageworks, and Rhythm and Hues and animation studios such as Blue Sky Studios, DreamWorks Animation and Pixar Animation Studios employ many students from this program. Pixar, for example, currently employs about 30 former students from this program. These students are typically employed as Technical Directors, positions requiring a unique combination of excellent visual judgment and strong technical skills and knowledge.

The proposed administrative change is motivated by the outstanding success of the Master of Science in Visualization Sciences program and the perceived need for developing complementary visualization degree programs at the undergraduate and advanced graduate levels. An independent academic department is needed to focus on and nurture the development and operation of these programs. It is also motivated by the need to enhance and develop programs in
the visual arts at Texas A&M University. Establishment of this new department creates a clear entity with increased external visibility and representation in the college, university, and larger academic community as well as industry.

The proposed department name, Visualization, is one that encompasses the technology, art, and science of digital, computer-based visual communication. As in the current Visualization Sciences masters program, the new department will encourage and maintain the necessary vigorous interdisciplinary blend of the visual arts and the related visual and imaging sciences and technology.

Subsequent to the approval of the Department of Visualization, additional undergraduate and graduate degrees may be proposed. These may include a Bachelor of Science in Visualization Sciences, a Bachelor of Arts in Visualization, an MFA in Visualization, and a Ph.D. in Visualization Sciences.

The basic unifying focus for the department is the art and science of digitally based visual communications. A fundamental concept is the balanced interdisciplinary mix of art and science that has and continues to be a cornerstone of the current graduate Visualization Sciences program. This new department will be unique, in that it will contain truly interdisciplinary combinations of art and science.

The needs of the state of Texas, the strategic plans of Texas A&M University as set forth in Vision 2020, and the national academic job market all make the establishment of such a department appropriate. The proposed Department of Visualization at Texas A&M University will be uniquely positioned to help meet these needs. The existing faculty is highly qualified with excellent teaching and research credentials. There is a clear demand for the graduates in this area and there is a large pool of candidates desiring to earn degrees in Visualization. The next logical step in the evolution of visualization higher education is the creation of a Department of Visualization and it should occur at Texas A&M University.

III. Role and Mission

*If the proposed administrative change alters the role and mission of the institution, explain the nature of the change in role and mission and provide a rationale.*

Visualization is and has been a part of the role and mission for Texas A&M University for at least the past 15 years. The Board of Regents and the Coordinating Board approved the Master of Science in Visualization Sciences in 1991. In 2003, the Coordinating Board approved an expansion of Texas A&M University’s mission to give the university preliminary authority to develop a doctoral program in this area. The formation of a Visualization Department is the next logical step, building on the experience, excellence, and reputation of the current Visualization Sciences program. The creation of Department of Visualization will strengthen this aspect of the university’s role and mission. It will help fulfill several Vision 2020 goals including internationally recognized programs and programs in the arts. With its focus on the interplay of art, science and technology,
this new department will provide additional strong support for the University's recent designation as a Phi Beta Kappa campus.

Admission to the current Visualization program is highly competitive with about four times as many applicants as there are openings. There has been a strong persistent call for a complementary undergraduate Visualization program. In recent years, the need for terminal graduate degrees in this area to prepare students for university teaching and research and professional positions has also become apparent.

Establishment of this new department creates a clear entity with increased external visibility and representation in the college and university. It will be a department with greater focus and an educated understanding of the needs of the visualization students and faculty and of the degree programs. It will increase stature and opportunities for former, current and future students. It will provide enhanced opportunities for external funding.

A department with such an interdisciplinary view and anticipated degree programs will be unique, spanning the visualization spectrum from undergraduate to advanced graduate. The new department, as a leader and pioneer in its areas, has great potential for shaping the visualization fields and in establishing accreditation standards. It will be a unique resource for the State of Texas and the nation.

**Mission Statement for the Proposed Department**

The field of Visualization embraces the development and implementation of emerging methods for enhancing understanding and gaining insight through visual means. The mission of the Department of Visualization is to advance the art, science, and technology of visualization, and to develop and engage visual, intuitive, and analytical strategies of the mind. The Department seeks to develop new paradigms, research methods, and artistic and scientific pursuits incorporating visualization, as well as to investigate the historical roots, ethical implications, and future directions of the field.

**Role and Scope of the Proposed Department**

Visualization is inherently interdisciplinary. It draws its core concepts from fields including Art, Architecture and Design, Computer Science and Engineering, Mathematics, Physical Science, Biology, Psychology, History and Philosophy. It has the potential for interactions with all fields of human endeavor. The Department will build on an existing Visualization faculty of high quality and diverse expertise who will support such disciplinary integration, and actively seek synergistic, cross-disciplinary collaborations inside and outside the University.

Activities within the Department will emphasize the pursuit of knowledge through the dynamic processes of theory and practice, investigation and application. These will drive research, creative activities, and curricula. The Department will be dedicated to nurturing a community of scholars, artists, inventors, and students within the creative culture of the atelier.
IV. Accreditation

Describe any implications for accreditation, or re-accreditation, which the proposed administrative change may have.

There are no specific accreditation agencies for programs in Visualization Sciences.

V. Additional Proposals

If the institution expects approval of the proposed change to lead to additional or related proposals in other areas, explain what would be proposed and when such proposals would be anticipated.

The creation of the proposed Department of Visualization is expected to lead to proposals for establishing new undergraduate and graduate degree programs that would be administered through the proposed department. It is expected that one or more proposals for such new degree programs will be submitted within the first two years of the establishment of the proposed Department of Visualization. Possible programs are described below.

The need for these new degrees is based on:

1. The need, expressed by many students and parents, for a strong undergraduate Visualization curriculum.
2. The need for terminal graduate degrees that will prepare students for careers in university teaching and research and as professional artists.
3. The strong desire to strengthen the already strong interdisciplinary mix of science and art in the existing Visualization Sciences program.
4. The opportunity to build and expand on the existing excellent Master of Science in Visualization Sciences program.

Undergraduate Programs in Visualization

The goal is to establish undergraduate visualization programs to complement the existing MS in Visualization Sciences program and the anticipated advanced graduate visualization programs. It is expected that these new programs would subsume the current Visualization Option in the undergraduate Bachelor of Environmental Design (BED) program currently administered by the Department of Architecture.

These would be unique programs drawing on the strengths of the College's current faculty and the established MS in Visualization Sciences program. They would prepare students for careers in visualization including visual design, web and graphic design, architectural and engineering
visualization, educational and medical visualization, visual media, entertainment and advertising visualization, visual software development, and computer games development. They would also be among a very few programs positioned to prepare students for graduate programs concerning visualization.

**Master of Fine Arts in Visualization**

This anticipated program would build on and be closely aligned with the existing Master of Science in Visualization Sciences program. The creation of a Master of Fine Arts in Visualization is seen as a means of building upon the success of the existing Visualization Sciences program, strengthening the existing educational context and addressing perceived needs. This program would be a very unique blending of art, science and technology focusing on artistic creation and visual communication using 21st century digital media. It would foster the use of artistic visual communication and expression through the combined use of digital and analog mediums. It would be proposed as a 60 credit hour program with major emphasis on individual creative work culminating in an exhibition thesis project. A number of new professional avenues would be open to graduates of this program. These include careers in education, fine arts, entertainment and media industries. As a recognized terminal degree, it would enable graduates to teach at the university level. Graduates of the program would be positioned to contribute to and to influence the future of this field in the academic world and as professional artists.

**Doctor of Philosophy in Visualization Sciences**

A potential Ph.D. in Visualization Sciences would be built on the existing Visualization Sciences curriculum. It would be a unique program focusing on fundamental visualization research including topics such as virtual spaces, visual perception, human-computer interfaces, subjective visualization, immersive visualization and design augmentation, with an emphasis on visualization as it relates to the built and virtual environment. This would likely require 96 credit hours beyond the bachelors degree. The culminating work would be a dissertation based on significant original research.

The Ph.D. degree is required for those wishing to pursue a research career and is essential to a research-oriented academic department. It is the engine that would drive significant research into the science and technology of visualization. It would serve to strengthen the research aspects of the existing visualization Masters program by providing research foci and additional research opportunities. Such a program would be the first doctoral degree in Visualization Sciences. It would likely attract students from fields such as architecture, computing, engineering, education, business, and, of course, visualization.

Such a program is especially appropriate for Texas because graduates with the required multi-disciplinary competencies will serve the needs of other institutions that are developing and expanding programs in visualization sciences. Graduates would be qualified to teach and conduct research in related disciplines as well as visualization sciences. It would also produce highly qualified graduates for positions in upper management of private sector firms in visualization and
visualization-related industries. Finally, this program would produce the educators needed to increase the number of visualization undergraduates in a profession where demand substantially exceeds supply.

VI. Resources

The resources needed to support this proposed department are already in place. These resources include faculty, support staff, graduate assistants, office space, computing and video infrastructure. The infrastructure includes video studios and video production equipment, visual workstations, compute and file servers, laboratory space and software licenses.

A. Describe and project for five years any increases in personnel that would result from approval of the administrative change. Include administrators, faculty, graduate assistants, clerical and any others.

The establishment of this new department will not require any increase in personnel. The personnel needs of the new department will be met by reassignment of existing faculty, staff and graduate assistant positions and filling open, already allocated, faculty positions.

Faculty needs for this new department will be met by moving approximately 12 faculty members currently supporting visualization activities, including the Visualization Sciences masters program, from the various existing departments within the College of Architecture to the new Visualization Department. An attached list shows the faculty members currently directly supporting the Visualization Sciences masters program. A faculty transition procedure has been developed for any faculty members in the College to request transfer to the new department. This transition procedure has been reviewed by the College Executive Committee and approved by the Dean and the college department heads.

The College intends to use three, already allocated, Faculty Re-investment positions to strengthen areas within visualization. It is expected that one of these, a senior level position, will be used to recruit an appropriate head for the new department.

The existing Academic Program Coordinator position for Visualization Sciences will move from the Department of Architecture to the new department.

Three graduate assistant positions currently allocated to the Department of Architecture and two graduate assistant positions in the Visualization Laboratory will move to the new department.

Essentially all of the needed infrastructure and support staff for the new department currently exists as the Visualization Laboratory that has continued to support the Master of Science in Visualization Sciences program. This infrastructure and support staff will become a part of the new department.
B. **Describe and project for five years any increases in salaries for administrators or other professional persons that would result from approval of the proposed change.**

The establishment of this new department will result in only two administrative cost changes.

1. The Department Head faculty position will have a 50 percent administrative release time component.
2. The current Administrative Assistant position in the Visualization Laboratory will be upgraded to become an Assistant to the Department Head position to support the new department.

C. **Describe any expansion of the institution’s course inventory that would result from approval of the proposed change.**

The establishment of the new Department of Visualization will not directly result in any expansion of the institution’s course inventory. Subsequent proposals for new degree programs in Visualization would likely include course inventory expansion. These proposals would address, in detail, any such expansion.

D. **Describe any changes in facilities (additions, renovations or alterations) that would be required as a result of approval of the proposed change.**

Essentially all of the needed infrastructure and support staff for the new department currently exists as the Visualization Laboratory that has and continues to support the Master of Science in Visualization Sciences program. This infrastructure and support staff will become a part of the new department.

The establishment of this new department will require space for departmental offices. The College of Architecture has, in the last few years, undertaking a number of facilities renovations including relocation of part of the Visualization Laboratory and relocation of visualization faculty offices. Provisions for providing appropriate Department of Visualization offices have been a part of these renovations.
E. Provide an itemization of new equipment that would be required during the next five years as a result of the proposed change.

The equipment and infrastructure needed to support this new department is in place.

Visualization is computing intensive and requires continual computer hardware and software upgrades and maintenance. This is and will be required whether or not the new department is established. Provision for these upgrades and maintenance is built into the existing college budget.

VII. Costs

Provide estimates of additional costs to the institution that would result from approval of the proposed administrative change.

The establishment of this new department will result in only two administrative cost changes.

The Department Head faculty position will have a 50 percent administrative release time component.

The current Administrative Assistant position in the Visualization Laboratory will be upgraded to become an Assistant to the Department Head position to support the new department.

See attached form.

Provide sources of funding to cover these increased costs.

The College of Architecture has agreed to a redistribution of existing and already allocated resources that will provide adequate support for the proposed new department.

See attached form.

Other State Funding Explanation

None
Reallocating Existing Resources Explanation

The resources needed for the proposed department will primarily come from reallocating some resources presently allocated to the Department of Architecture and the resources presently allocated to the Visualization Laboratory. The reallocated faculty resources will be College of Architecture faculty members currently supporting visualization activities including the Visualization Sciences masters program. Most of these faculty members are already teaching the existing VIZA courses which will move to the proposed new department. Existing ENDS and ARTS courses within the Architecture department are currently taught by some of these faculty members. It is expected that they will continue to teach these courses.

As part of the Texas A&M University Faculty Re-Investment program, the College of Architecture has been allocated a number of new faculty positions in several areas including Visualization. The College intends to use one new full professor position to recruit an appropriate head for the new department, and two assistant professor positions to strengthen areas within visualization.

Several graduate assistant positions are currently allocated by the Architecture Department to support Visualization related courses. These graduate assistant positions will move to the new department.

The Visualization Laboratory currently has four support staff plus budget for graduate assistants, student workers, hardware and software maintenance, computer upgrades and operational expenses. These resources will move to the new department.
Organizational Charts

College of Architecture

Dean's Office

- Landscape Architecture & Urban Planning Department
- Construction Science Department
- Architecture Department
  - M.S. Architecture
  - Master of Architecture
  - Ph.D. Architecture
  - Bachelor of Environmental Design

Present Administrative Scheme

College of Architecture

Dean's Office

- Landscape Architecture & Urban Planning Department
- Construction Science Department
- Architecture Department
  - M.S. Architecture
  - Master of Architecture
  - Bachelor of Environmental Design
  - Ph.D. Architecture

Proposed Administrative Scheme.
Faculty members within the College of Architecture currently directly supporting the Visualization Sciences masters program.

**Ergun Akleman** – Associate Professor  

**Karen E. Hillier** – Professor  

**Donald H. House** – Professor  
Ph.D. in Computer Science, University of Massachusetts, MS in Electrical Engineering, Rensselaer Polytechnic Institute, BS in Mathematics, Union College. Joined the Texas A&M faculty in 1992.

**Carol LaFayette** – Associate Professor  

**Frederic I. Parke** – Professor  
Ph.D. in Computer Science, M.S. in Computer Science, B.S. in Physics, University of Utah. Joined the Texas A&M faculty in 1997.

**Mary Clani Saslow** – Senior Lecturer  

**Vinod Srinivasan** – Assistant Professor  

**Yaquer Williams** – Assistant Professor  

**Wei Yan** – Assistant Professor  
COSTS TO THE INSTITUTION OF THE PROGRAM/ADMINISTRATIVE CHANGE

Note: Use this chart to indicate the dollar costs to the institution that are anticipated from the change requested.

<table>
<thead>
<tr>
<th>Cost Category</th>
<th>Cost Sub-Category</th>
<th>Before Approval Year*</th>
<th>1st Year</th>
<th>2nd Year</th>
<th>3rd Year</th>
<th>4th Year</th>
<th>5th Year</th>
<th>TOTALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty Salaries</td>
<td>(New)</td>
<td></td>
<td></td>
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<td></td>
<td>(Reallocated)</td>
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</tr>
<tr>
<td>Program Administration</td>
<td>(New)</td>
<td>$60,000</td>
<td>$61,800</td>
<td>$63,654</td>
<td>$65,564</td>
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<tr>
<td></td>
<td>(Reassignments)</td>
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<tr>
<td>Graduate Assistants</td>
<td>(New)</td>
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<tr>
<td>Clerical/Staff</td>
<td>(New)</td>
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<td></td>
<td>(Reallocated)</td>
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<tr>
<td>Supplies &amp; Materials</td>
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<tr>
<td>Library &amp; IT Resources**</td>
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<tr>
<td>Equipment</td>
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<td>Facilities</td>
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<tr>
<td>Other (Student Workers)</td>
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<td></td>
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<tr>
<td>TOTALS</td>
<td></td>
<td></td>
<td>$70,000</td>
<td>$72,100</td>
<td>$74,263</td>
<td>$76,491</td>
<td>$78,786</td>
<td>$371,642</td>
</tr>
</tbody>
</table>

* Include costs incurred for three years before the proposal is approved by the Board (e.g., new faculty, library resources, equipment, facilities remodeling, etc.).

** IT = Instructional Technology
**ANTICIPATED SOURCES OF FUNDING**

*Note:* Use this chart to indicate the dollar amounts anticipated from various sources. Use the reverse side of this form to specify as completely as possible each non-formula funding source.

<table>
<thead>
<tr>
<th>Funding Category</th>
<th>1st Year</th>
<th>2nd Year</th>
<th>3rd Year</th>
<th>4th Year</th>
<th>5th Year</th>
<th>TOTALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>I. Formula Income*</td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>II. Other State Funding*</td>
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<td></td>
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</tr>
<tr>
<td>III. Reallocation of Existing Resources*</td>
<td>$70,000</td>
<td>$72,100</td>
<td>$74,263</td>
<td>$76,491</td>
<td>$78,786</td>
<td>$371,640</td>
</tr>
<tr>
<td>IV. Federal Funding* (in-hand only)</td>
<td></td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>V. Other Funding*</td>
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</tbody>
</table>

**TOTALS**

<table>
<thead>
<tr>
<th></th>
<th>1st Year</th>
<th>2nd Year</th>
<th>3rd Year</th>
<th>4th Year</th>
<th>5th Year</th>
<th>TOTALS</th>
</tr>
</thead>
<tbody>
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<td></td>
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<td>$76,491</td>
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<td>$371,640</td>
</tr>
</tbody>
</table>

*For more information, please refer to the accompanying Anticipated Sources of Funding: Explanatory Notes and Examples.*
NON-FORMULA SOURCES OF FUNDING

Note: Use this form to specify as completely as possible each of the non-formula funding sources for the dollar amounts listed on the reverse side of this form.

<table>
<thead>
<tr>
<th>Funding Category</th>
<th>Non-Formula Funding Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>II. Other State Funding*</td>
<td>#1</td>
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<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>#2</td>
</tr>
<tr>
<td>III. Reallocation of Existing Resources*</td>
<td>#1 The College of Architecture has agreed to a redistribution of existing College resources that will provide adequate support for the proposed new department. This will include administrative release time for the new department head and upgrading one administrative support position.</td>
</tr>
<tr>
<td></td>
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<tr>
<td></td>
<td>#2</td>
</tr>
<tr>
<td>IV. Federal Funding*</td>
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<tr>
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<td>#2</td>
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<tr>
<td>V. Other Funding*</td>
<td>#1</td>
</tr>
<tr>
<td></td>
<td></td>
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<tr>
<td></td>
<td>#2</td>
</tr>
</tbody>
</table>

*For more information, please refer to the accompanying Anticipated Sources of Funding: Explanatory Notes and Examples.
APPENDIX A

COMMITTEE TO FORM A DEPARTMENT OF VISUALIZATION
Dr. Louis G Tassinary (ARCH), Committee Chair
Ms. Margaret Lomas (VIZA), Administrative Assistant
Dr. Ergun Akleman (ARCH)
Dr. Sam Brody (LAUP)
Dr. Richard Burt (COSC)
Dr. Charles Culp (ARCH)
Professor Richard Davison (ARCH)
Professor Howard Ellers (ARCH)
Professor Rodney Hill (ARCH)
Professor Karen Hillier (ARCH-VIZA)
Dr. Donald House (ARCH-VIZA)
Dr. Julian Kang (COSC)
Professor Carol LaFayette (ARCH-VIZA)
Dr. Ming-Han Li (LAUP)
Dr. Frederic Parke (ARCH-VIZA)
Ms. Mary Saslow (ARCH-VIZA)
Dr. Andrew Seidel (LAUP)
Dr. Vinod Srinivasan (ARCH-VIZA)
Professor Yauger Williams (ARCH-VIZA)
Dr. Doug Wunneburger (LAUP)

SUBCOMMITTEES

PROPOSAL DEVELOPMENT COMMITTEE
Dr. Fred Parke, Chair
Prof. Rodney Hill
Dr. Ming-Han Li
Ms. Mary Saslow
Dr. Vinod Srinivasan
Dr. Louis G Tassinary

TRANSITIONAL SUBCOMMITTEE
Dr. Ergun Akleman, Chair
Dr. Richard Burt
Prof. Howard Ellers
Prof. Yauger Williams
Dr. Doug Wunneburger

MISSION/VISION SUBCOMMITTEE
Dr. Charles Culp, Chair
Dr. Sam Brody
Prof. Karen Hillier
Dr. Donald House
Dr. Julian Kang
Prof. Carol LaFayette
Dr. Andrew Seidel
APPENDIX B

Procedures for a faculty member currently in the College of Architecture to transfer to the Visualization department

This report consists of two transitional procedures and an addendum. Procedure A is designed to allow approval of Procedure B in the College of Architecture. Procedure B is designed to allow the initial transfer, either fully or partially, of a faculty member from an existing department in the College of Architecture to the new department during the transition period. The addendum is the protocol for the initial transfer of courses into the new department following the transition period.

Definitions
1. The “transition period” is defined as the 90 days (inclusive of weekends and holidays; exclusive of summer) following final approval of the new department by the State Coordinating Board.
2. “Final approval of the department” is defined as approval of the formation of the new department by the State Coordinating Board.
3. “Super majority” is defined as greater than or equal to 60% of the eligible voting members.
4. “Summer” is defined as extending from the last day for students to register for summer classes to the last day for students to register for fall classes. For example, summer of ‘07 would extend from May 26 through August 25th.

PROCEDURE A: Process to approve Procedure B

1. Procedure B will be put to a vote in the Department of Visualization Organizing Committee, hereinafter referred to as the “Committee.”
2. If a super majority of the Committee approves this procedure, Procedure B will be sent to the Dean for approval.
3. If the Dean disapproves the procedure, the Committee will develop an appropriate new procedure and submit it to the Dean’s approval.
4. After the Dean approves the procedure he will request the Heads of the existing departments in the College to either approve or disapprove the proposed Procedure B.
5. If a Department Head disapproves Procedure B, the Committee will develop a new procedure for that particular department and submit it to the Dean for approval.
6. After the Department Head approves the procedure, Procedure B will be operative for that department.

PROCEDURE B: The process whereby a faculty member may initially transfer, either fully or partially, into the new department.

Eligibility Conditions and Transfer Options
1. Any faculty member in College is eligible to transfer to the new department based on the recommendation of the Committee subject to approval of the Dean and relevant department head(s).
2. Consistent with current College policy, faculty members may join the new department as either fully (i.e. 100%) or partially (i.e., 25% or 75%) ad loc’d to the new department.
3. Upon final approval of the department, existing faculty within the College will have 75 days (inclusive of weekends and holidays; exclusive of summer) to request either a full or partial transfer into the new department. All faculty members approved during the transition period will officially become the founding members of the new department.
Protocol

1. Faculty members who are teaching visualization-related courses or doing research and creative activities in visualization-related topics will be encouraged, via an email solicitation within one week after final approval of the department, to request a transfer, either fully or partially, into the new department.

2. To initiate a transfer, a faculty member must make a formal written request to the Dean via the Committee and their Department Head. To facilitate this process, the Committee may recommend some faculty as candidates for transfer to the new department before a formal request has been made. All recommendations must be accepted by super majority in the Transition sub-committee and by simple majority in the Committee.

3. Each recommended transfer request must be approved by the Dean and the relevant department head(s). If no action is taken within two weeks of the Committee’s recommendation, the recommendation of the Committee will be presumed approved.

Addendum: Protocol for transferring existing courses to the new department

1. All VIZA courses will move to the new department.

2. If a faculty member who teaches VIZA courses does not wish to move to the new department, a counterpart of his/her courses will be created in the Architecture department and each will be cross-listed with a related VIZA course.

3. No cross-listing procedure is necessary for CARC courses.

4. Protocols for transferring or cross-listing visualization-related ARCH, COSC & LAUP department courses will be determined in negotiations between the faculty member requesting a transfer, his/her department head(s) and the Dean.
APPENDIX C

Letters of support

1. Dr. Dick Ewing, Vice President for Research
2. Prof. Ward Wells, Director of the Academy for the Visual and Performing Arts
3. Dr. Mark Clayton, Interim Head Department of Architecture
4. Dr. Charles Graham, Interim Head of Department of Construction Science
5. Dr. Forster Ndubisi, Head of Department of Landscape Architecture and Urban Planning
6. Dr. Valerie Taylor, Head of Department of Computer Science
7. Dr. Judith Hamera, Head of Department of Performance Studies
June 28, 2006

Richard E. Ewing
Vice President for Research

Dean J. Thomas Reagan
College of Architecture
Texas A&M University
MS 5137
College Station, Texas 77843-5137

Dear Dean Reagan:

It is my pleasure to support the College of Architecture’s efforts to establish the Department of Visualization. You are providing tremendous leadership in this endeavor, and it is clear that the new Department will support a wide range of interdisciplinary teaching and research initiatives across the university as well as the university’s Vision 2020 goals.

From my personal perspective as a scientist with a long history of research benefiting from advances in visualization, I feel that this new department will be a valuable asset to many researchers throughout the university. I would hope that the Immersive Visualization Center in the Holloway Geosciences Building, coordinated out of the VPR’s Institute for Scientific Computation, would serve as a resource to support the new department and its activities.

The Office of the Vice President for Research stands ready to support your efforts in whatever way it can. We look forward to working with you as the department develops and to collaborating with your administrators and faculty.

Sincerely,

Richard E. Ewing

Dr. Richard E. Ewing
September 13, 2006

Dean J. Thomas Regan
College of Architecture
Texas A&M University
College Station Texas 77843

Dear Dean Regan,

It is my pleasure to support the College of Architecture in the creation of the Department of Visualization. The College's efforts and leadership in this endeavor not only reinforce its long standing commitment to visualization, but further its stature as one of the pioneers in this discipline. With the establishment of a department and the future intention of broadening its academic offerings in visualization, Texas A&M University will continue to lead in the development of this field. The unique interdisciplinary nature of the expansion of Art and Science further supports the university's goals of excellence and directly relates to the Vision 2020 goals.

As Director of the Academy for the Visual and Performing Arts, whose mission is to enhance the Arts at Texas A&M, I have a long term and very positive relationship with the college and its efforts to support the arts. The formation of the Department of Visualization can only enhance this partnership to the benefit of the students in the college and in time the broader university community.

Sincerely,

[Signature]

Ward V. Wells, Director
Academy for the Visual and Performing Arts
Professor of Architecture.
DEPARTMENT OF ARCHITECTURE
COLLEGE OF ARCHITECTURE • TEXAS A&M UNIVERSITY

9 August 2006

J. Thomas Regan, Dean
College of Architecture
Texas A&M University
College Station, TX 77843-3137

Dear Dean Regan:

Many of us in the Department of Architecture have long envisioned
the creation of a Department of Visualization that will focus research
and education onto an emerging discipline closely allied to
architecture but distinct from it. It is my pleasure to see this vision
moving more closely towards realization and to pledge the support of
the Department of Architecture to that goal.

The Department of Architecture has long operated the Master of
Science in Visualization Sciences program, nurturing a unique
educational idea into a world-renowned center of excellence at Texas
A&M. Under the leadership of Dr. Phil Tebo when he was
Department Head, a Visual Studies option in the Bachelor of
Environmental Design degree program was implemented to expand
educational offerings in the discipline to include undergraduates. As
part of the faculty reinvestment program, the department has
vigorously pursued hiring faculty in visualization to strengthen the
faculty core for further expansion of research and teaching. These
various steps not only demonstrate the long-standing commitment of
the department to the discipline of visualization but also have
established a strong foundation for a new department.

The Department of Visualization will strengthen both the College of
Architecture and the Department of Architecture. The college will
benefit from a Department of Visualization that rapidly becomes a
strong educational unit serving both undergraduate and graduate
students. It will prepare them to contribute to industries such as
computer animation, computer gaming, and scientific visualization.
The new department will also be a sought after partner in
interdisciplinary research teams as well as a highly productive leader
in research specifically in visualization.

The benefit to the Department of Architecture will derive largely from
a simplification and focus of our goals. The faculty involved in
visualization has evolved to have distinct interests and identity that
deserve to have its own administrative expression and structure for
self-governance. Inevitably, visualization will develop undergraduate
and doctoral level degree offerings that may overburden the Department of Architecture.

The Department of Architecture will contribute substantial resources to the new department. The majority of the faculty who join the Department of Visualization are currently members of the Department of Architecture. To a large extent, the Department of Visualization will be the result of a partition of the Department of Architecture and will thus receive a share of resources currently allocated to the Department of Architecture.

The time is right and the foundation is in place to form a Department of Visualization that will be a unique and leading educational unit focused upon a field of dramatically expanding importance and interest. I pledge personal support and departmental support for this effort and urge you and university leaders to take actions that will achieve this goal expeditiously.

Sincerely,

[Signature]

Mark I. Clayton, Interim Head
Department of Architecture
Texas A&M University
College of Architecture
Department of Construction Science

July 7, 2006

lisa regan
Dean, College of Architecture
Texas A&M University
College

Re: Proposed Department of Visualization

Dear Dean Regan:

The opportunity to participate in the creation of a new department within an existing program is a unique and exciting opportunity. Creation of the proposed Department of Visualization by the College of Architecture is an excellent example of the opportunities a multi-disciplinary college can have. Few colleges could possibly do this because they lack both the size and the disciplines to do it. To my knowledge, there is no other department equivalent to the one proposed that is truly interdisciplinary and embraces both the arts and the sciences.

As the Interim Head of the Department of Construction Science, I am convinced that the new Department of Visualization will help strengthen the interdisciplinary teaching and research collaboration within and beyond the College of Architecture. A number of faculty members in my department involved with visualization in teaching or research have already expressed their interest in collaborating with the new department. Others will perhaps join this group in the future. The new department should be attractive to domestic students as well as international students and should increase the number of applicants for admission to Texas A&M University.

I fully support the establishment of the Department of Visualization and look forward to collaborating with the new department. This endeavor is one of those visionary steps that makes Texas A&M University's College of Architecture different and unique among its peers.

Sincerely,

Charles W. Graham, Ph.D., AIA, FRICS
Mitchell Endowed Professor and
Interim Head of Department of Construction Science

C.W. Greg
July 24, 2006

To Whom It May Concern:

Rarely does a university faculty member have the opportunity to participate in the creation of a new department. The proposed Department of Visualization by the College of Architecture is not only a new department in the college, but also one never seen in the world. To my knowledge, there is no other department equivalent to this proposed one that is truly interdisciplinary and embraces both art and science.

As the Head of the Department of Landscape Architecture and Urban Planning, I am convinced that the new Department of Visualization will help strengthen the interdisciplinary teaching and research collaboration within and beyond the college. I believe that several faculty members in my department involved with visualization in teaching or research will be interested in collaborating with the new department. The collaboration with the new department can even be through joint appointments between the two departments. The new department will also attract domestic students as well as international students to join Texas A&M University.

I fully support the establishment of the Department of Visualization and look forward to collaborating with the new department. This endeavor is one of those visionary steps that make Texas A&M University different and unique from its peers.

Sincerely,

[Signature]

Forster Nielsen, Ph.D., ASLA
Head of Department of Landscape Architecture and Urban Planning
MEMORANDUM

To: Dr. Tom Kogün
Dean, College of Architecture

Through: Dr. G. Kemble Bennett
Vice Chancellor and Dean of Engineering

From: Dr. Valerie Taylor
Royce B. Wisenbaker Professor and Head

Re: Support for the Proposed Department of Visualization

The Department of Computer Science in the Dwight Look College of Engineering fully supports the establishment of the Department of Visualization within the College of Architecture. We commend the College of Architecture for creating a department that is truly interdisciplinary encompassing faculty in the arts and faculty in the science and technology of visual communication to develop a single degree in visualization. The interdisciplinary nature of the department is critical to meeting a unique and growing interest of students and industry.

The Department of Computer Science has a history of collaborations with the faculty involved with the current Master of Science in Visualization, including the teaching of some cross-listed courses in the graphics area of computer science and visualization. It is expected that these collaborations will continue and grow with the hiring of new faculty in the proposed department. We look forward to working together towards the future establishment of the undergraduate visualization curriculum and the doctor of philosophy in visualization sciences so as to maintain a complementary relationship between the two departments, especially with respect to traditional computer science areas such as human-centered interfaces and graphics.
August 31, 2006

Dean I. Thomas Rogan
College of Architecture
Texas A&M University
MS 3137
College Station, TX 77843-3137

Dear Dean Rogan,

It is my pleasure to support the College of Architecture's efforts to create a Department of Visualization. The Department of Performance Studies has enjoyed productive collaborations with current faculty in the Visualization Laboratory in the past, and is doing so this year. I believe the formal designation of department status will allow for even more collaborations to the benefit of all of our students.

We in Performance Studies understand the demands and potential of interdisciplinary work in new media. A Department of Visualization will strengthen research and production in this area and, in so doing, raise the profile of the interdisciplinary arts at Texas A&M.

My colleagues and students in music composition and theatre design are especially excited by the prospect of this new department. All of us see this as a wonderful opportunity to advance TAMU's Vision 2020 goals.

I look forward to the wonderful opportunities for collaboration this new department will provide. Please let me know if the Department of Performance Studies can be of any assistance.

Sincerely,

Judith Hamra, Professor and Head
Department of Performance Studies