



THE UNIVERSITY OF ARIZONA
Drachman Institute

Drachman Institute

College of Architecture, Planning & Landscape Architecture
University of Arizona

Program Review Self Study

2012-2023

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Preface

The Drachman Institute administration and staff proudly present this re-authorization self-study report for 2012-2023 to the University of Arizona's Office of Research Innovation and Impact. Over these past twelve years, the Drachman Institute and its mission have stood the tests of time and budget cuts to exist in its current form today. Now as much as ever, the College of Architecture, Planning, and Landscape Architecture (CAPLA), the University, and our broader community need a collaborative vehicle for outreach and research partnerships to address the pressing challenges of equity, resilience, connection and belonging across the built environment. The Institute's mission, initiatives, projects, and recent successes outlined in this report underscore the importance of this need.

Organization of this Self-Study Report

This self-study report is organized to reflect the distinct periods of state budget cuts and decline (2012-2018), Institute dormancy (2018-2022), relaunch (2022-2023), and future ambitions. The main report focuses on the relaunch and future periods (2022-2023) as these are the most relevant for the purposes of reauthorization. The periods from 2012-2018 and 2018-2022 are included as appendices at the back of the report and provide a comprehensive view of the last twelve years.

The period of financial decline and dormancy of the Drachman Institute was caused by sharp state budget cuts. The Drachman Institute had existed since 1986 on an endowment, state funding, and project revenue. Under this model, the Drachman Institute did enormous

good in the community, as evidenced by the strong enduring legacy that exists today. When state budget cuts were announced in 2014, CAPLA made a strategic decision to take the cuts out of the Drachman Institute's budget while keeping whole the other two units of CAPLA, the School of Architecture and the School of Landscape Architecture and Planning. Although this was a necessary calculation at the time, it resulted in the destabilization of the Institute and ultimately drove it into a period of dormancy. Plans were made to create a more sustainable budget model given the removal of all state funding. During the period of dormancy, CAPLA faculty and administration stayed steadfast to reviving the powerful potential of the Drachman Institute.

What is detailed in this report is a strong Institute with an important, clear, and unique mission. Many exciting current projects with the City and County and grant successes with HUD and NSF are detailed. Also detailed in this report are the Institute's budget model stability plans. The plan options shown on pages 48-56 detail a mixed funding approach which is anticipated to vary depending on the year-to-year research success from the Institute. The budget is anticipated to be stabilized through a mix of research funding, endowment payout, and incremental College support.

The reauthorization process is an opportunity to gain feedback and perspective on how to further stabilize and ensure the mission of the Drachman Institute such that it continues for another 40 years.

ReLaunch + Future

Review Period: 2022 - 2023

Prepared by Drachman Institute Staff and Administration:

Courtney Crosson, MArch
Greg Veitch, MArch

Nancy Pollock-Ellwand, Ph.D.
Simon White, FCCA

Background

Mission

History

The Roy P. Drachman Institute for Land and Regional Development Studies was founded by Roy P. Drachman and Sol Price in 1986. It was originally housed, along with Planning, in the Department of Geography and Regional Development (now the School of Geography and Development, in the College of Social and Behavioral Sciences) under Director Larry Mann (1986-1990). Originally, the Drachman Institute reported annually to a Policy Advisory Board which had 11 members appointed by the President of the University, including Roy P. Drachman. The Advisory Board disbanded in

2004 with a change of Directorship and death of Roy Drachman in 2002. As directorships changed over the past 30 years, Drachman Institute has experienced shifts in focus and mission. However, the core values of community outreach and public service and providing real-world projects and research experience for students have endured.

In 2022, Drachman relaunched under its current director, Courtney Crosson, with the following mission, vision, purpose, and structure:

Mission Statement

By the College by-laws, the Drachman Institute is one of the three units within the College.

The Drachman Institute is committed to advancing equity, resilience, connection and belonging across the built environment through transformational interdisciplinary research, design, and outreach partnerships.

Drachman has four initiatives that sit under it which are aligned to fulfill the Institute's larger mission:

- **Drachman Design-Build Coalition**
- **Housing Equity Lab**
- **Native Peoples Design Coalition**
- **Urban Resilience Lab**

Vision

A built environment that supports social equity, ecological resilience, and connection and belonging for an inclusive community.



Master of Architecture students work with Jacob Prietto, Principal Hydrologist for Pima County Flood Control District. Drachman has a three-year contract to continue this work to design and locate green stormwater infrastructure sites in Tucson based on equity, environmental, and economic factors.

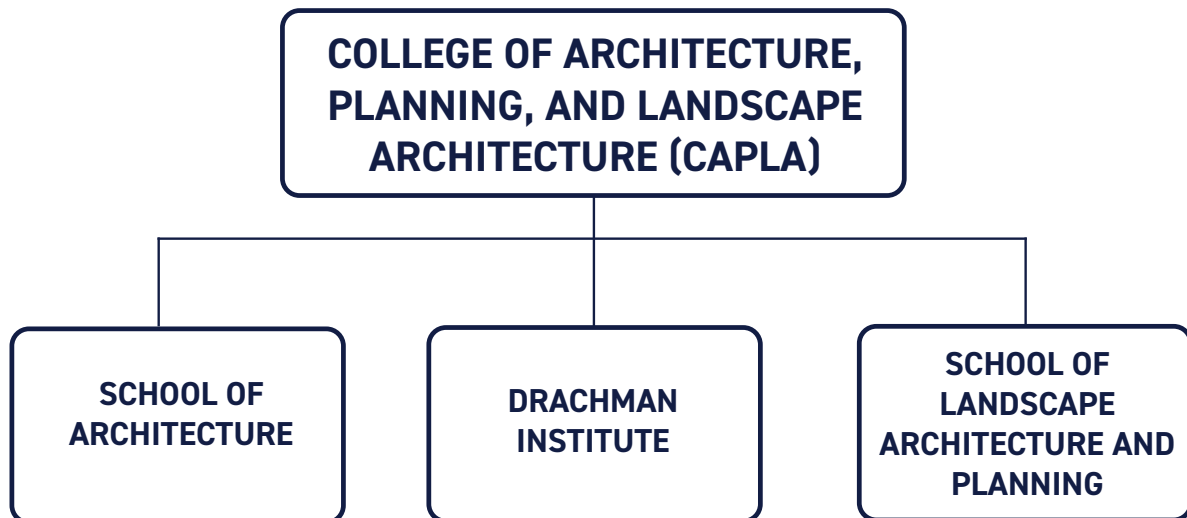
Purpose

The Drachman Institute is the community-based research and outreach arm of the College of Architecture, Planning, and Landscape Architecture (CAPLA). The Institute represents the concentration of community-based outreach and research occurring at CAPLA and a formalized link to various University and community entities. There are outreach and research activities that exist outside of Drachman.

Since 1986, the Drachman Institute's central purpose is to support research and outreach

work across the built environment at the college and university level. Drachman has three focus areas that help direct this purpose: (1) equity, (2) resilience, and (3) connection and belonging. Our Institute consists of four Initiatives, detailed in the initiatives section of this report, that work across these three focus areas. Across all this work, research opportunities and engagements for students is a unifying purpose. Drachman aims to prepare future practitioners and citizens to be change agents in their communities through real world experiences.

College Structure



Our Areas of Expertise in Outreach and Research

- Affordable Housing
- Architecture
- Climate Planning
- Emerging building technologies
- Energy conservation
- Health and the built environment
- Heat Resilience
- Heritage conservation
- Landscape architecture
- Real estate development
- Sustainable design
- Sustainable market transformation
- Transportation
- Urban design
- Urban planning
- Water Sustainability

Our Focus Areas

Equity

The Drachman Institute has a mission to address issues of equity in the built environment. For example, currently, Drachman is working with state and local partners on a multi-year research and outreach project focused on planning and design solutions for chronic housing equity issues in our community. This work is housed under Housing Equity Lab and a three-year HUD Center of Excellence, Arizona Research Center for Housing Equity and Sustainability (ARCHES) from 2023 to 2026.

Resilience

Now more than ever, the climate emergency calls on researchers and designers in the built environment to lead on adaptive solutions for resilient and sustainable cities. Currently, the Drachman Institute is leading this work through consultation to cities on climate action planning to move urban areas toward carbon positive communities. In 2022, Drachman was hired to consult on the City of Tucson's Climate Action and Adaptation Plan and is currently working on Pima County's comprehensive plan, Pima

Prosper, across the areas of climate, energy, housing, and water. Given the unique situation in the Desert Southwest, Drachman is dedicated to solving urban water challenges. From 2022 to 2026, Drachman is leading an NSF research coordination network to provide tangible solutions for cities to reach net zero (and net positive) urban water balances.

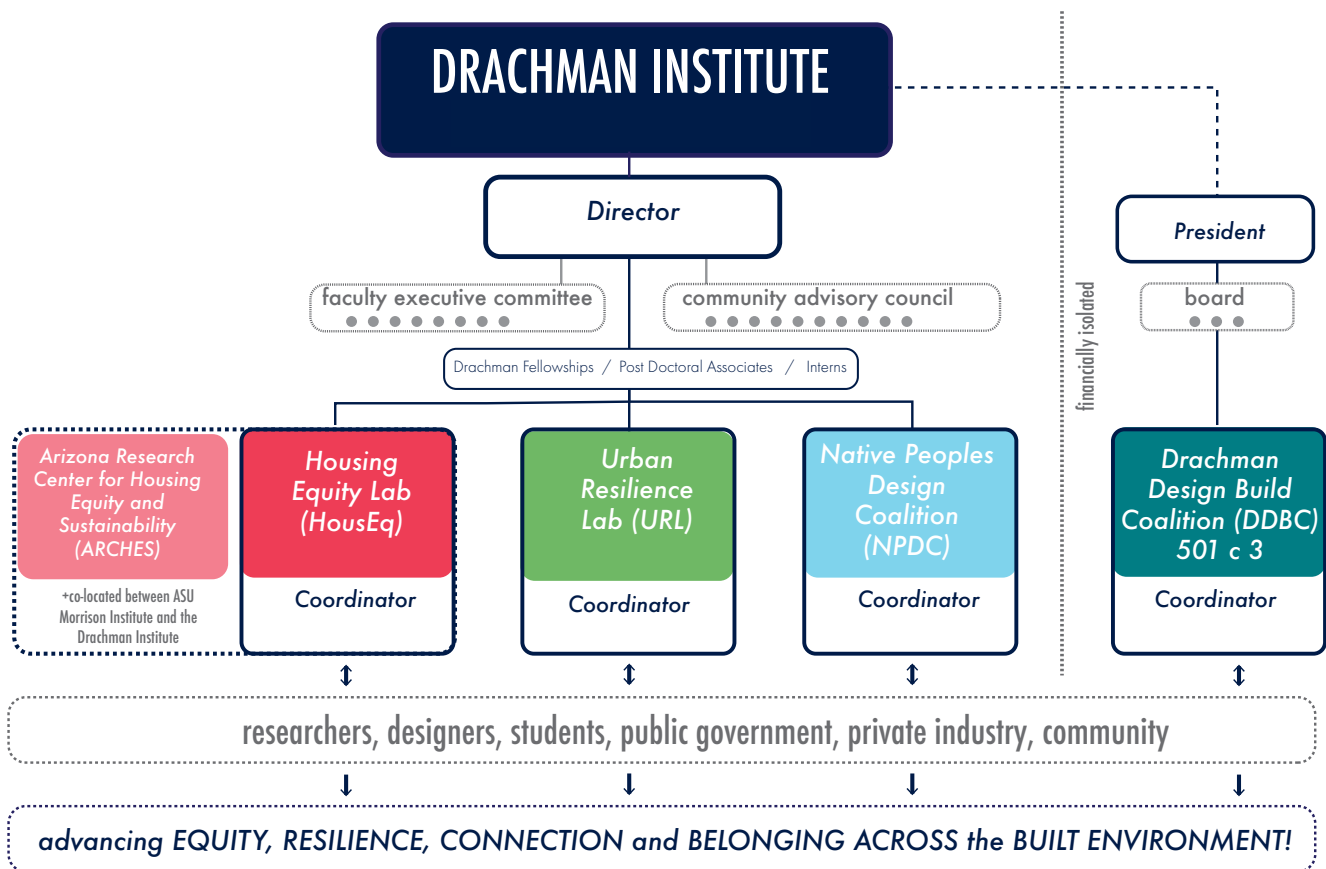
Connection And Belonging

The Drachman Institute is committed to an inclusive built environment where there are opportunities for belonging for all. Through our community engagement, design, and outreach work, we connect with a broad base of partners. Through the Native Peoples Design Coalition, since its founding in 2023, the Drachman Institute is planning and designing the built environment in ways that support Native American and Indigenous Sovereignty. Our design pedagogy is founded in attentive listening and respectful engagement, honoring Native American and Indigenous culture, land, people, and communities.



An interdisciplinary group of CAPLA students learn about green stormwater infrastructure design and performance.

Administrative Structure



Staff

In 2022, the Drachman Institute re-launched under Director Courtney Crosson with a new staff structure, which includes a Director, three Initiative Coordinators and one Initiative 501(c) (3) President, a post-doctoral researcher, a full-time research coordinator, and student interns. The newest iteration of the Institute’s structure brings the previously separate focus areas under one unified mission.

The Institute is divided into four Initiatives, each with a distinct built environment focus. The Urban Resilience Lab, Housing Equity Lab, and Native Peoples Design Coalition are newly formed Initiatives within the Drachman Institute.

Each is managed by a Coordinator, who directs research staff, student interns, and coordinates research initiatives among peer faculty. The Drachman Design-Build Coalition, a 501(c)(3) non-profit organization financially separated from the College of Architecture, Planning, and Landscape Architecture, has existed since 2004, and has continued from previous iterations of the Institute to its current iteration.

The Coordinators of each Initiative represent both Schools within the College (The School of Architecture and The School of Landscape Architecture and Planning).

Leadership



Courtney Crosson

Director, Drachman Institute
Coordinator, Urban Resilience Lab (URL)
Associate Professor of Architecture



Kenny Wong

Coordinator, Housing Equity Lab (HousEQ)
Lecturer in Sustainable Built Environments



Laura Carr

Coordinator, Native Peoples Design Coalition (NPDC)
Senior Lecturer in Architecture



Mary Hardin

President, Drachman Design Build Coalition (DDBC)
University Distinguished Professor of Architecture

Support Staff



Rashi Bhushan

Postdoctoral Research Associate



Greg Veitch

Research Coordinator

Advisors

The Institute is advised by two external advisory groups. The Faculty Executive Committee is composed of CAPLA faculty from both Schools and faculty from other Colleges with whom we collaborate; the Community Advisory Committee is composed of University and community leaders.

Faculty Executive Committee

Laura Carr Senior Lecturer in Architecture

Kristina Currans Associate Professor of Urban Planning

Helen Erickson Project Director, Heritage Conservation Program

Kenneth J. Kokroko Assistant Professor of Landscape Architecture

Oscar Lopez Senior Lecturer in Architecture

Eric D. Weber Associate Professor of Architecture

Kenny Wong Lecturer in Sustainable Built Environments

Diane E. Austin Professor and Director, School of Anthropology, Research Anthropologist (BARA)

Kathleen C. Insel Professor, College of Nursing; Director, Strategic Initiative Innovations in Healthy Aging

Community Advisory Committee

Our Community Advisory Committee is currently being selected by the Drachman Institute Director and Coordinators, and the CAPLA Dean's Office. Committee members to be announced in Spring of 2024.

Facilities and Equipment

Facilities

The Drachman Institute is integrated into the CAPLA facilities; it is primarily based in the Student and Alumni Center, next to the Sundt Gallery, with a shared cubicle for staff. The adjacent Drachman conference room is a shared conference area used for in-person and remote meetings; it also holds a library. Each Center Coordinator has a faculty office available for small in-person meetings. The Drachman Design Build Coalition is located at the Smith House, 1195 E. Speedway Boulevard, on the second floor. Shared conference areas are also available in the Smith House for meetings. The

College also provides administrative support through (1) a 0.25 administrative assistant who mainly does scheduling for the Drachman Director (2) pre-award services through CAPLA contracting with Engineering Research Administration Services (ERAS) (3) partnership with the CAPLA Associate Dean for Research and (4) post-award support through the CAPLA business office.

Please see the 'Goals' section of this report for further information on requests for future facilities (Goal 4: Space).

Equipment

In order to conduct field work and site analysis, The Drachman Institute has an array of drafting and surveying tools and equipment, including 50' measuring tapes and open reel rulers, hard hats and safety equipment, digital cameras, and two iPads loaded with GIS software. The Institute also holds a library of community engagement and architectural books and publications for general College use in the

Drachman Conference Room in the Student and Alumni Center.

Drachman projects also have access to the state-of-the-art materials lab at CAPLA (aka the shop) and the computer lab with GIS, CAD, CAM, parametric computation, graphic design, and visualization software.



Masters of Architecture students participate in a site visit for Native Peoples Design Coalition projects in 2022.

Our Initiatives

Drachman Design Build Coalition (DDBC)

Housing Equity Lab (HousEQ)

Native Peoples Design Coalition (NPDC)

Urban Resilience Lab (URL)

Drachman Design Build Coalition (DDBC)

Mission

The Drachman Design-Build Coalition is a nonprofit organization that promotes and facilitates the design and construction of affordable housing for low-income and under-served populations in Arizona.

What We Do

- Provide architectural, landscape architecture, urban design and planning services for low-income populations
- Provide quality design and construction for the segment of the population earning below 80 percent of the median income in Pima County, Arizona
- Establish a standard of design quality that encourages dignity and pride of ownership in dwellers
- Provide the staff of CAPLA with opportunities for continuing education in order to promote personal and professional growth and development as it pertains to service delivery and public policy
- A hallmark of CAPLA education, students obtain hands-on experience with design, construction, and the process of running a construction site
- DDBC is registered with NCARB as a Community Design Center so that students can earn architectural internship experience hours towards licensure for design and construction work completed

Tools for Impacting Change

- Design
- Planning
- Construction
- Community development
- Design-Research
- Preparing next generation of designers to contribute to affordable housing challenges

Projects and Funding (selection)

- Stadium Row Houses 1-5 Design-Build
- Sustainability Laboratory and Urban Garden (SLUG)
- Sentinel House
- Affordable Housing Residences 1-6

Drachman Design Build Coalition (DDBC) selected project

Stadium Row Houses

Five rowhouses funded by the University of Arizona Planning, Design, and Construction, and designed and constructed by CAPLA students and faculty, will be leased by the University to visiting scholars/incoming faculty or administrators for periods of one semester to one year.

During the remodeling of Old Main a few years ago, the University of Arizona salvaged and saved the lumber used in the construction of the original porch roof. This highly visible

design element makes a connection back to UArizona history. These beautiful timbers were repurposed for use as the stair treads on the staircase of Rowhouse 1. Other timbers were used to build a front entry door for Rowhouse 2, and Rowhouses 3 and 4 also feature a design element made of this wood.

The cost for each residence was between \$150,000 and \$165,000 in materials and necessary subcontractors.



Completed Rowhouse 1



Completed Rowhouse 2



Students constructing Rowhouse 3



Students constructing Rowhouse 4

Housing Equity Lab (HousEQ)

Mission

The Housing Equity Lab (HousEQ) investigates the role of policy and design in the production and preservation of housing, protections for residents and prevention of homelessness, and processes of creating housing equity. Starting from the basis that housing is a human right, it seeks innovative ways to ensure that each individual has a place to live and belong within our shared communities.

What We Do

- Production – designing and innovating effective and efficient strategies for housing production.
- Preservation – maintaining existing affordable housing stock through physical repairs and supports for individuals and households.
- Protections – building parity between renters and homeowners and ensuring dignity and security at all rungs of the housing ladder.
- Partnership and emPowerment – keeping people within their homes and communities by reducing the risks of eviction and displacement.
- Process – creating public engagement and building community participation to shape the future of the built environment.

Tools for Impacting Change

- Housing Needs Assessments
- Trends Analysis
- Design (with DDBC)
- Planning (with DDBC)
- Research
- Policy Analysis
- Preparing next generation of designers and researchers to contribute to affordable housing challenges

Projects and Funding (selection)

- Housing and Urban Development (HUD) Center of Excellence Grant for ARCHES
- Habitat for Humanity Affordable Housing Design Contract
- City of Tucson Mini-Homes Policy Review Contract
- Tucson House Resident Needs Assessment

Housing Equity Lab (HousEQ) selected project

Habitat for Humanity Affordable Housing

Habitat for Humanity Tucson is working with the Drachman Institute to re-envision their model of single family housing construction. Land and construction costs have pushed this model out of an affordable reach for the communities that they serve. Drachman is applying research on missing middle housing and sustainable urban density to create a model of infill development that provides equitable and dignified affordable housing.

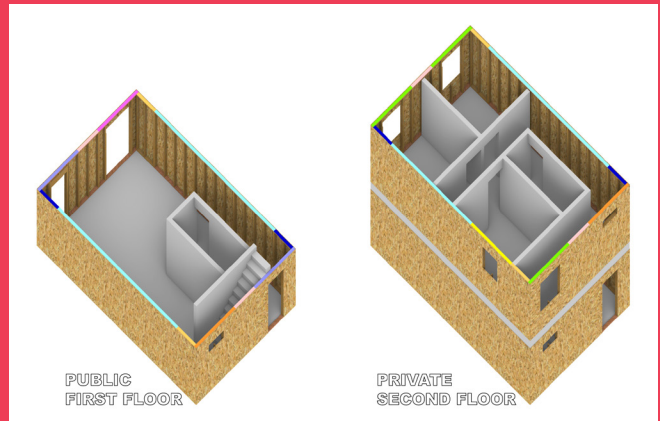
These homes rethink the low-quality social spaces typically associated with single family and multifamily infill construction, and apply

building energy analysis to the homes to ensure a sustainable cost of ownership for future residents. They strategies look at historic precedents in Tucson to understand strategies for living without the high electrical loads and associated costs of our typical contemporary homes.

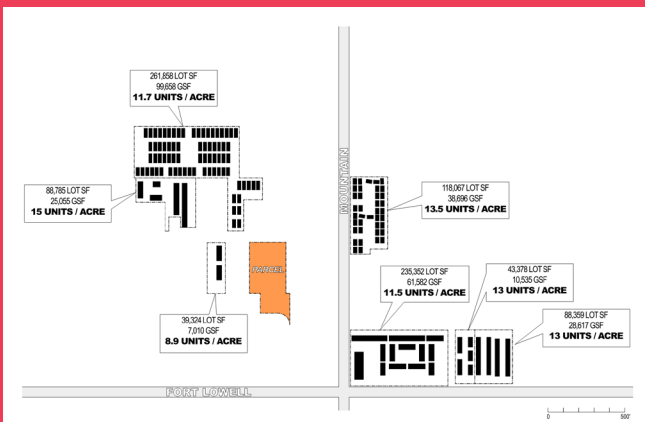
The Institute is working with Habitat Tucson's new off-site modular construction methodology to develop the building shells as well. This process increases construction quality while decreasing cost.



High-Quality Communal Spaces



Modular Off-Site Construction Methodology



Contextual Density Studies



Tucson Historic Precedent Research

Arizona Research Center for Housing Equity and Sustainability (ARCHES)

HUD Center of Excellence

The University of Arizona Drachman Institute will help establish a new center to address the interconnected issues of housing security, climate and health with a focus on Hispanic and underserved communities in the arid Southwest.

A \$3 million Hispanic Serving Institutions Research Center of Excellence grant from the U.S. Department of Housing and Urban Development will establish the Arizona Research Center for Housing Equity and Sustainability, or ARCHES. The new center will be a partnership among 19 researchers at Arizona State University, UArizona, Northern Arizona University and the University of New Mexico.

UArizona will receive \$1 million of the total \$3 million grant.

ARCHES will be co-located at Arizona State University's Morrison Institute for Public Policy and the Drachman Institute in the UArizona College of Architecture, Planning and Landscape Architecture. The Drachman Institute helps connect CAPLA's research and expertise to community needs related to advancing equity, resilience, connection and belonging across the built environment.



ARCHES team: University of Arizona, Arizona State University, US Housing and Urban Development

Native Peoples Design Coalition (NPDC)

Mission

The Native Peoples Design Coalition (NPDC) forms a collective vision to plan and design the built environment in ways that support Native American and Indigenous Sovereignty. Our design pedagogy is founded in attentive listening and respectful engagement, honoring Native American and Indigenous culture, land, people, and communities.

What We Do

- Through studio courses, electives and paid internships, we engage our students in community-driven participatory design. Students are taught how to plan and design through the understanding of client needs and goals and learn how to ideate solutions that grow directly from the outcomes of this process.
- We work throughout the college to embed in the curriculum and culture acknowledgment of the vital contributions made by Native American and Indigenous Peoples in design and planning and build on practices of sustainability, authenticity and meaning in the built environment.
- We host the Tucson chapter of the Indigenous Society of Architects, Planners and Designers (ISAPD), a national Native-student-led organization and professional network.
- Native American and Indigenous community members counsel us and inform our work, with the goals of achieving integrity in our process and direct Tribal benefit from our outcomes.
- We utilize the vast knowledge and resources across the university and within our professional network to enhance planning and design projects to improve the lives of our Native and Indigenous students, their families, and their communities.

Tools for Impacting Change

- Community-based participatory design
- Needs assessments
- Master planning
- Programming
- Conceptual design
- Exhibits
- Curricular support
- Student professional mentorship

Projects and Funding (selection)

- University of Arizona Provost Investment Fund Grant
- Mochik Ranch, Grassroots CAPLA Teaching Innovation Grant
- Tuba City Master Plan, Tuba City Chapter Governance Contract

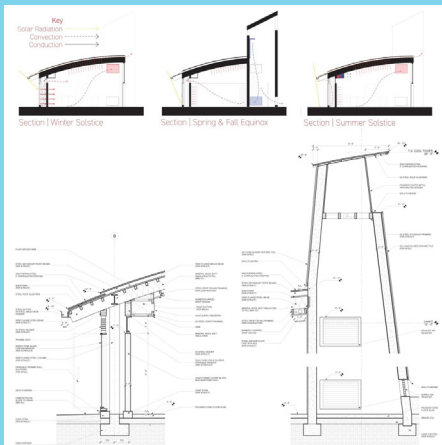
Native Peoples Design Coalition (NPDC) selected project

Mochik Ranch

Mochik Ranch is operated by the Sewa U'usim Community Partnership, an arm of the Pascua Yaqui Tribe's health department. Over the last several years, the Pascua Yaqui Tribe's Health Services Division has made significant investments in the property. Central to the therapeutic functions at Mochik Ranch are equine therapy, horsemanship, and life skills programs. During their operation of the ranch, activities at the site have evolved to also include hands-on life skills and job skills options through planting and harvesting of traditional Sonora wheat, a greenhouse and hoop house for growing heirloom vegetables and cultural herbs

and plants and an aquaponics facility with the potential to raise tilapia and Yaqui Catfish.

In 2019, a series of strategic planning sessions concluded that Mochik Ranch would be developed as a place for promoting community wellness and cultural preservation, with emphasis on long-term sustainability. Advisors, consultants, students, and specialists have worked together in assisting Mochik Ranch under the leadership of the Sewa U'usim Community Partnership to realize the development of the ranch.



Passive Design Analysis



Equitable Building Design



New Place-based Masterplan



Community Design with Mochik Ranch Staff



Community Design with Mochik Ranch Staff

Urban Resilience Lab (URL)

Mission

The Urban Resilience Lab (URL) collaborates across academia, public government, and private industry to advance a sustainable and resilient built environment able to adapt and respond to the critical environmental and social equity challenges of cities.

What We Do

- Support cities in transitions to water, energy, carbon neutral and net positive balances
- Infrastructure optimization through multi objective modeling and decision support tools
- Collaborate across University of Arizona institutes and Centers
- Address social equity issues through the planning and design of cities (infrastructure, landscapes, buildings)
- Advance urban climate adaptation with community engagement
- Support curriculum across architecture, planning, and landscape architecture in the areas of sustainability, resilience, and adaptation of the built environment to graduate adept emerging professionals

Tools for Impacting Change

- Policy memos
- White papers
- Conceptual designs
- Planning documents
- Workshops
- Exhibits
- Research and design-research
- Curricular support

Projects and Funding (selection)

- City of Tucson Climate Action and Adaptation Plan Contract
- Pima County Comprehensive Plan (Pima Prospers) Update Contract
- National Science Foundation (NSF) Cross-Cutting Challenges to a Net Zero Urban Water Southwest Grant
- Tucson 2050 Project

Urban Resilience Lab (URL) selected project

City of Tucson Climate Action and Adaptation Plan

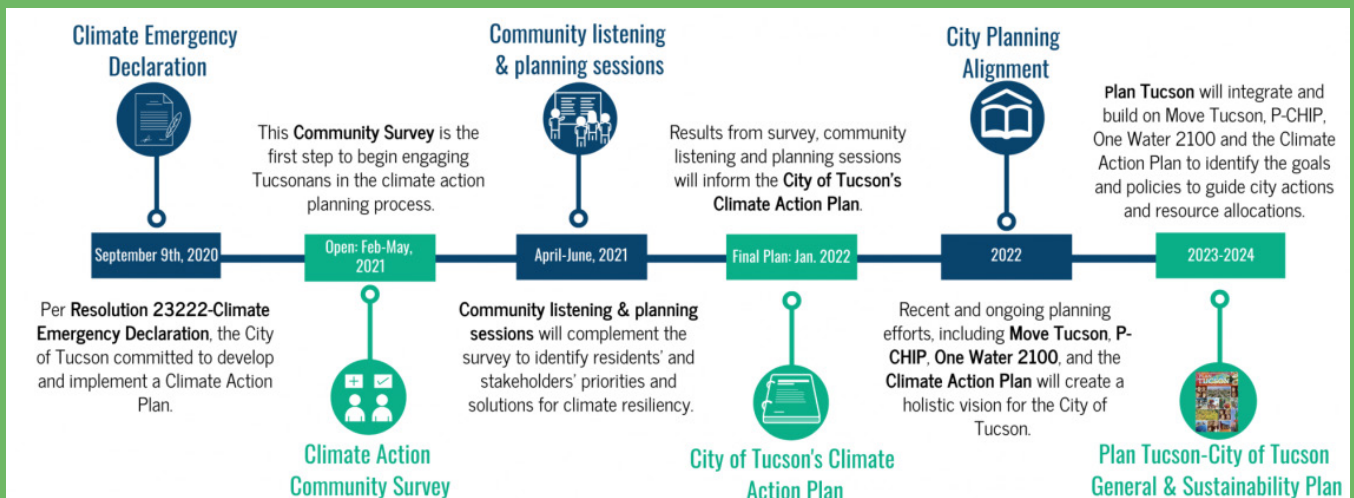
The Climate Action Plan—known as Tucson Resilient Together—will provide a strategic pathway to reduce the City’s emissions to net zero by 2030, explain the anticipated impacts of climate change across the City, identify the communities that will be most vulnerable to those impacts, and provide strategies that will assure that Tucson can adapt and be resilient to the impacts of climate change – now and in the future.

The Climate Action and Adaptation Plan (CAAP) is an essential next step in helping the City of Tucson establish an aspirational yet achievable

path to further reducing carbon emissions and adapting to the impacts of climate change. The CAAP will also align with the efforts of cities across Arizona and around the country to coordinate and promote climate adaptation and community resiliency strategies at the local and regional levels. The Drachman Institute was hired by the City of Tucson as part of the consultant team to complete the plan led by Buro Happold and including Living Streets Alliance and AutoCase. Courtney Crosson serves as visioning lead and Ladd Keith serves as planning lead for the CAAP.



Climate Action Plan Strategies



Climate Action Plan Timeline

Net Zero Urban Water Research Coordination Network

National Science Foundation (NSF) Research Coordination Network

Following the conceptual models of net zero energy and carbon systems, the overall purpose is to define and examine the viability and value of pursuing a Net Zero Urban Water (NZUW) approach in arid and semi-arid urban scenarios of varying size and location serviced by the Colorado River (e.g., Los Angeles, Denver, Albuquerque, Tucson). NZUW is a place-based, comprehensive, quantitative framework to guide the development of resilient and sustainable water systems that are capable of responding to acute shocks and chronic stressors and integrate dynamic socio-environmental systems into the analysis. NZUW is a framework that pushes the current conceptual boundaries of urban water systems by accounting for the integrated socio-environmental systems necessary to transition to a resilient, sustainable water future.

Research Coordination Network Members include:

University of Arizona Drachman Institute (lead)

Albuquerque

Albuquerque Bernalillo County Water Utility Authority
University of New Mexico (UNM)

Denver

Denver Water
Mile High Flood District
Colorado School of Mines (CSM)
Colorado State University (CSU)

Los Angeles

Los Angeles Department of Power and Water
University of California Los Angeles (UCLA)

Tucson

Tucson Water
Pima County Flood Control District
Pima County Wastewater and Reclamation
University of Arizona (UA)



Drachman Institute Director and URL Coordinator Courtney Crosson presenting the NZUW RCN at South by Southwest Conference in Austin in 2023.

Alignment

Alignment with the University of Arizona Strategic Plan

The Drachman Institute mission is aligned with the goals of the University through addressing the Grand Challenges of the 2023 University of Arizona Strategic Plan. Initiative 2 of the Grand Challenges, "Future Earth: Shaping a Resilient Natural and Built Environment," asks us to predict and plan for future Earth, to adapt and build resilience to extreme climates, and define design needs and solutions to create a sustainable, renewed, and purposefully designed built environment. The Institute supports this Initiative by directly engaging with real-world problems faced by our cities and communities. The Institute aims to develop a resilient and equitable built environment through partnerships with industry, community organizations, non-profits, and research organizations.

Initiative 2.2D of the University Strategic Plan created RESTRUCT, and initiative co-founded by previous Drachman Institute Director Barbara Bryson in 2019. RESTRUCT is a capacity development effort built upon existing UA strengths such as public policy, environmental sciences, transportation, optical sciences, management, planning, data sciences, public health, geography, and materials. The research foci, continuously determined through

workshops and discussions with faculty across the campus as well as outside experts, may include livable cities, the trillion-sensor future, crisis response, technology and emerging design processes, health and wellbeing, decision policy, socio-environmental justice, and built environment lifecycles. Workshops and symposiums were held in 2019-2020 resulting in the founding of RESTRUCT grand challenges and interdisciplinary research seed funding initiatives.

RESTRUCT Grand Challenges:

- Redress inequality and injustice in re-envisioning the built environment
- Create resilient and efficient urban and rural systems
- Design for optimal health
- Enable innovation through better decision-making and data analysis

In 2022, RESTRUCT was moved under the Drachman Institute. The current annual year (2023-24) is the last year of University carry-over funding for RESTRUCT. The Drachman Institute is committed to carrying forward the strategic mission of RESTRUCT.

Alignment with CAPLA Strategic Plan

Drachman Institute also features prominently in the College of Architecture, Planning, and Landscape Architecture's Strategic Plan. Of the five Aspirations of the Strategic Plan, Aspiration 4 is directly connected to the Institute. Aspiration 4 asks us to 'embrace our land grant status as service to the community to enrich teaching, research and service in the built environment.'

The three objectives of Aspiration 4 are:

Objective 1: Leverage the Drachman Institute's

reputation and resources for community engagement and focus on community-based applied projects.

Objective 2: Make engagement work a recognized part of CAPLA promotion success.

Objective 3: Develop more robust and effective community and global partnerships.

Each of the four Initiatives within the Drachman Institute (DDBC, HousEQ, NPDC, and URL) is currently in the process of designing

community-based applied projects, from visiting faculty housing design and construction under the Design-Build Coalition, to housing development design with Habitat for Humanity under the Housing Equity Lab, to master planning a Navajo community under the Native Peoples Design Coalition, to planning the future of Pima County under the Urban Resilience Lab, Within each Initiative, students are directly

involved in these community-based built environmental designs. The pedagogy within each Center engages students with real-world clients and projects, which allows the students to directly apply the methodologies learned within the CAPLA's curriculum to the Grand Challenges facing our future Earth.

Distinctness

Differentiation from Institutes at the University of Arizona

The University of Arizona has more than 100 Centers and Institutes housed either in colleges or directly under the auspices of the Office of Research, Innovation, and Impact. The mission of these Centers and Institutes varies from a sole focus on interdisciplinary research, to technology transfer and corporate partnerships, and student training and public education.

The mission of the Drachman Institute is unique among these Centers in its historical focus of bringing University expertise through the work of students and faculty to solve real world problems within the built environment. CAPLA's studio-based curriculum, facilitated through institute projects, creates opportunities for students to engage directly with community

partners, which serves the public interest and provides valuable experience for students. There is no other Institute or Center at the University of Arizona with this focus. **Of these, the Drachman Institute is the only institute within the University of Arizona focused on design and research in the built environment.** This is a critical institute for connecting university research with action. Under its strategic plan, the University of Arizona strives to be the first university to develop a robust university-wide ecosystem supporting research, teaching, and service for the built environment, defining a new fully integrated discipline leveraging knowledge and research from all UA colleges. Drachman is instrumental in continuing to reach this distinct and important goal.

Differentiation from all Institutes in the Country

Since 1986, the Drachman Institute has built a reputation for producing quality research and outreach projects across the Southwest on multiple scales from the neighborhood to Tribal nations to the entire Southwest region. Since its inception, Drachman researchers, students, and other stakeholders have completed hundreds of community outreach projects, including neighborhood master plans, affordable housing

designs, open space and community park plans, community gardens, and others. See 'Total Award Amounts' section for more details.

Service learning is a core value of the Drachman Institute integrating community outreach projects into the design curricula with the goal of preparing CAPLA students for the professional workplace. Incorporating

community service as a method of learning provides students with real-world experience including research, field-based instruction, participatory planning and design, community presentations, and peer-reviewed publications. In addition, the integrated service-learning method of knowledge transfer supported by the College's curricula and Drachman Institute's structure for project management and delivery, has created a successful model of student

engagement.

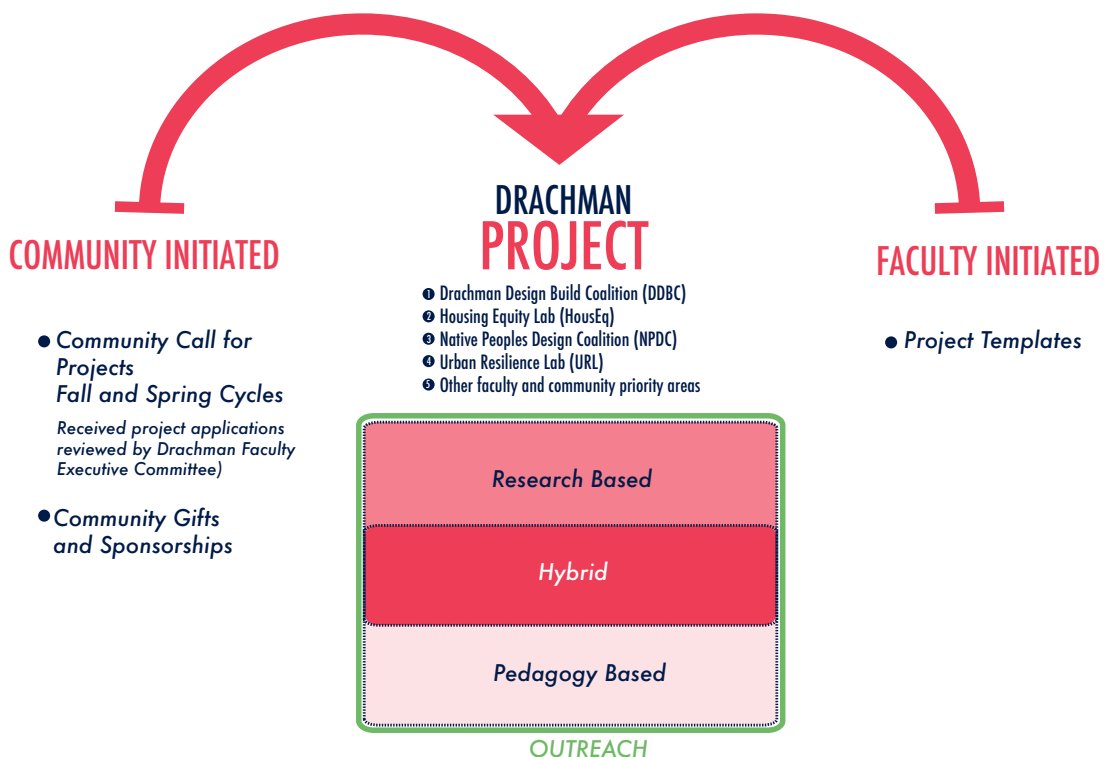
Currently, the Institute's four Centers – Urban Resilience Lab, Housing Equity Lab, Native Peoples Design Coalition, and Design Build Coalition – support studio, seminar, and lecture courses within the Institute's focus areas of Equity, Resilience, Connection and Belonging.

Process

Twice a year Drachman has a Community Call for Projects. This is Drachman's main structure for project intake. Drachman Faculty Executive Committee reviews and designates which initiative or center (as applicable) and which

faculty match to lead a project. Other projects are initiated through faculty directly with partners. Drachman supports project formation in collaboration with the CAPLA Associate Dean for Research.

Project Initiation Diagram



Impact

Overall Breadth of Scholarly Contributions

The Drachman Institute is a demonstrated built environment leader in the communities we serve. We are trusted to facilitate participatory design processes, conduct research with integrity, create resilient and equitable design solutions, engage students, faculty, and community partners, and to deliver quality products. This is measured by sustained commitments from clients and funding agencies, as well as numerous local and national awards.

For a detailed list of Institute projects and funding activities, please see Comprehensive Funding table in the next section on page 28. Community impact is a core value of the Drachman Institute and can be measured by various criteria consistent with the mission and goals of CAPLA, the University of Arizona Strategic Plan, and the communities we serve (neighborhoods, municipalities, agencies, clients, etc.). The Drachman Institute's three areas of impact are:

Research

The Drachman Institute is the dedicated community-based research unit of CAPLA. In the context of this report, research is defined as sponsored projects payable to the University (measured in funded dollars); scholarship is defined as the generation of new knowledge and application of expertise. From 2022 – 2023, the Drachman Institute has generated \$2 million

Funding Highlights

Below is a list of recent Drachman projects. Although many of the projects have considerable funding, the portion Drachman receives for Facilities and Administration (F&A) is much smaller. Currently, the majority of these project expenses are on faculty supplemental compensation and research support staff not within the Drachman structure. Of the 53.5% F&A allocated from each external funding source, the University of Arizona currently receives 60%, project Principal Investigators (PI)

of external funds. The following table outlines projects and highlights.

Outreach

The Drachman Institute is the primary outreach vehicle for CAPLA. Outreach is part of every project Drachman undertakes. We engage with multiple federal, state, and Tribal municipalities. We work in public, private, and non-profit sectors. Since the relaunch in 2022, the Institute has engaged or is currently engaged in 23 projects focused in the City of Tucson, Pima County, sovereign Tribal nations, the state of Arizona, and the bi-national Southwest Region. See the 'Total Award Amounts' section for awards and projects list.

Pedagogy

Drachman projects are completed in collaboration with a diversity of student courses, including graduate architecture studios, undergraduate landscape architecture studios, independent study courses, and graduate planning capstone projects.

Each of these three areas of impact is detailed further in the 'Our Initiatives' section. The 'Project Initiation' diagram shows the scope of Drachman projects across research, outreach, and pedagogy. All projects are outreach focused, some are either research or pedagogy, and many are hybrids of both.

receive 8% which is determined by CAPLA, and the Drachman Institute receives 32% of the F&A that each PI stipulates Drachman as their Cost Center.

Each of these projects requires considerable community collaboration to initiate, and pre- and post-award services. Currently, the F&A is earmarked to support the initiatives and initiative coordinators.

If F&A increases in the future, the future options for the use of Drachman F&A could include:

Drachman is continuing to pursue options to keep Drachman sustainable.

- travel support
- awards support
- open access publication support
- grant support

Recent Federal Funding Highlights

Project Name Arizona Research Center for Housing Equity and Sustainability Award
Sponsor Name US Department of Housing and Urban Development
Award Amount \$1,000,000 (PI Daniel Kuhlmann, co-PIs, and collaborators)
Year August 2023 - August 2026

Project Name Net Zero Urban Water Research Coordination Network
Sponsor Name National Science Foundation
Award Amount \$500,000 (PI Courtney Crosson, co-PIs, senior personnel, and collaborators)
Year August 2022 - August 2026

Recent State/Local Funding Highlights

Project Name Pima County Comprehensive Plan
Sponsor Name Pima County Development Services
Award Amount \$250,000 (PI Courtney Crosson and co-PIs)
Year November 2023 - June 2024

Project Name Multi-Objective Modeling and Design for Green Infrastructure
Sponsor Name Pima County Regional Flood Control District
Award Amount \$153,000 (PI Courtney Crosson and co-PI Daoqin Tong)
Year November 2023 - June 2026

Project Name City of Tucson's Climate Action and Adaptation Plan
Sponsor Name City of Tucson Mayor's Office
Award Amount \$20,000 (PI Courtney Crosson and co-PI Ladd Keith)
Year January 2022 - December 2022

Recent University Funding Highlights

Project Name Provost Investment Fund
Sponsor Name University of Arizona
Award Amount \$200,000 (PI Laura Carr and collaborators)
Year July 2023 - June 2025

Recent NGO/CBO Funding Highlights

Project Name St Demetrious Missing Middle Housing Research and Design
Sponsor Name Habitat for Humanity
Award Amount \$28,500 (PI Courtney Crosson)
Year October 2023 - January 2024

Recent Awards and Recognitions

Drachman Design Build Coalition (DDBC)

2023 ACSA Design-Build Award (blind peer reviewed)
 Association for Collegiate Schools of Architecture | National

Native Peoples Design Coalition (NPDC)

2023 AIA Community Design Award (blind peer reviewed)
 American Institute of Architects (AIA) | Arizona State Chapter

2022 AIA Community Design Award (blind peer reviewed)
 American Institute of Architects (AIA) | Arizona State Chapter

Urban Resilience Lab (URL)

2024 ACSA/AIA Practice + Leadership Award (blind peer reviewed) | Honorable Mention
 Association for Collegiate Schools of Architecture and American Institute of Architects | National

Recent Total Award Amounts

Listed below are a selection of recent Federal, State/local, University, and NGO/CBO funding sources

Total Award Amount	Sponsor Name	Principal Investigator	Award / Project Title	Start Date	End Date	Drachman Initiative
Federal Awards						
\$1,000,000	US Department of Housing and Urban Development	Daniel Kuhlmann	Arizona Research Center for Housing Equity and Sustainability	Aug-23	Aug-26	HousEQ
\$500,000	National Science Foundation	Courtney Crosson	Net Zero Urban Water Research Coordination Network	Aug-22	Aug-26	URL
\$200,000	National Park Service	Gina Chorover	Casa Grande Ruins National Monument Historic Structures Report	Jan-24	Jun-26	Other
\$89,243	National Park Service	Helen Erickson	Fort Bowie National Historic Site NPS Cultural Landscape Report	Jan-20	present	Other
\$15,000	National Trust for Historic Preservation + Arizona Preservation Foundation	Helen Erickson	Market Study: Preservation Construction Trades	Jan-21	Mar-22	Other
\$1,804,243						

Total Award Amount	Sponsor Name	Principal Investigator	Award / Project Title	Start Date	End Date	Drachman Initiative
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State and Local Awards

\$250,000	Pima County Development Services	Courtney Crosson	Pima County Comprehensive Plan	Nov-23	Jun-24	URL
\$153,000	Pima County Regional Flood Control District	Courtney Crosson	Multi-Objective Modelling and Design for Green Infrastructure	Nov-23	Jun-26	URL
\$39,092	City of Tucson Housing and Community Development	Atticus Jaramillo	Tucson House Resident Needs Assessment	Oct-23	Dec-23	HouseEQ
\$25,000	Miami Unified School District	Margaret Livingston	Vandal Farms Landscaping/Agriculture Project	Jan-23	Jan-24	Other
\$25,000	Historic Fourth Avenue Coalition	Margaret Livingston	Historic Fourth Avenue District Improvement Plan Emphasizing Sustainability, Access and Safety	Jan-23	Jan-24	Other
\$20,000	Tuba City Chapter Governance	Laura Carr	Tuba City Chapter Tract Masterplan	Jan-23	May-23	NPDC
\$20,000	City of Tucson Mayor's Office	Courtney Crosson	City of Tucson's Climate Action and Adaptation Plan	Jan-22	Dec-22	URL
\$18,789	Arizona Humanities and Arizona Preservation Foundation	Helen Erickson	Camp Naco Story Map	Jan-22	Jun-22	Other
\$10,000	City of Tucson	Bill Mackey	Mini-Homes Code Research and Review	Jan-24	Jun-24	HouseEQ
\$560,881						

University Awards

\$200,000	University of Arizona	Laura Carr	Provost Investment Fund	Jul-23	Jun-25	NPDC
\$34,225	Health Sciences Library	Altaf Engineer	Health Sciences Library Visioning and Space Planning	Oct-22	Dec-23	Other
\$10,000	Office of Native American Advancement and Tribal Engagement, UA	Laura Carr	University of Arizona Native American and Indigenous Center	Jan-21	May-22	NPDC
\$10,000 (\$5,000 each)	Cooperative Extension Tribal Extension Office + Native Peoples Technical Assistance Office	Laura Carr	Ganado High School Career Training Education Center	Dec-19	May-20	NPDC
\$10,000 (\$5,000 each)	Cooperative Extension Tribal Extension Office + CAPLA Grassroots Grant	Laura Carr	Mochik Ranch Agricultural and Life Skills Centers	Dec-20	May-22	NPDC
\$264,225						

NGO / CBO Awards

\$28,500	Habitat for Humanity	Courtney Crosson	St Demetrious Missing Middle Housing Research and Design	Oct-23	Jan-24	HouseEQ
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Donation / Foundation

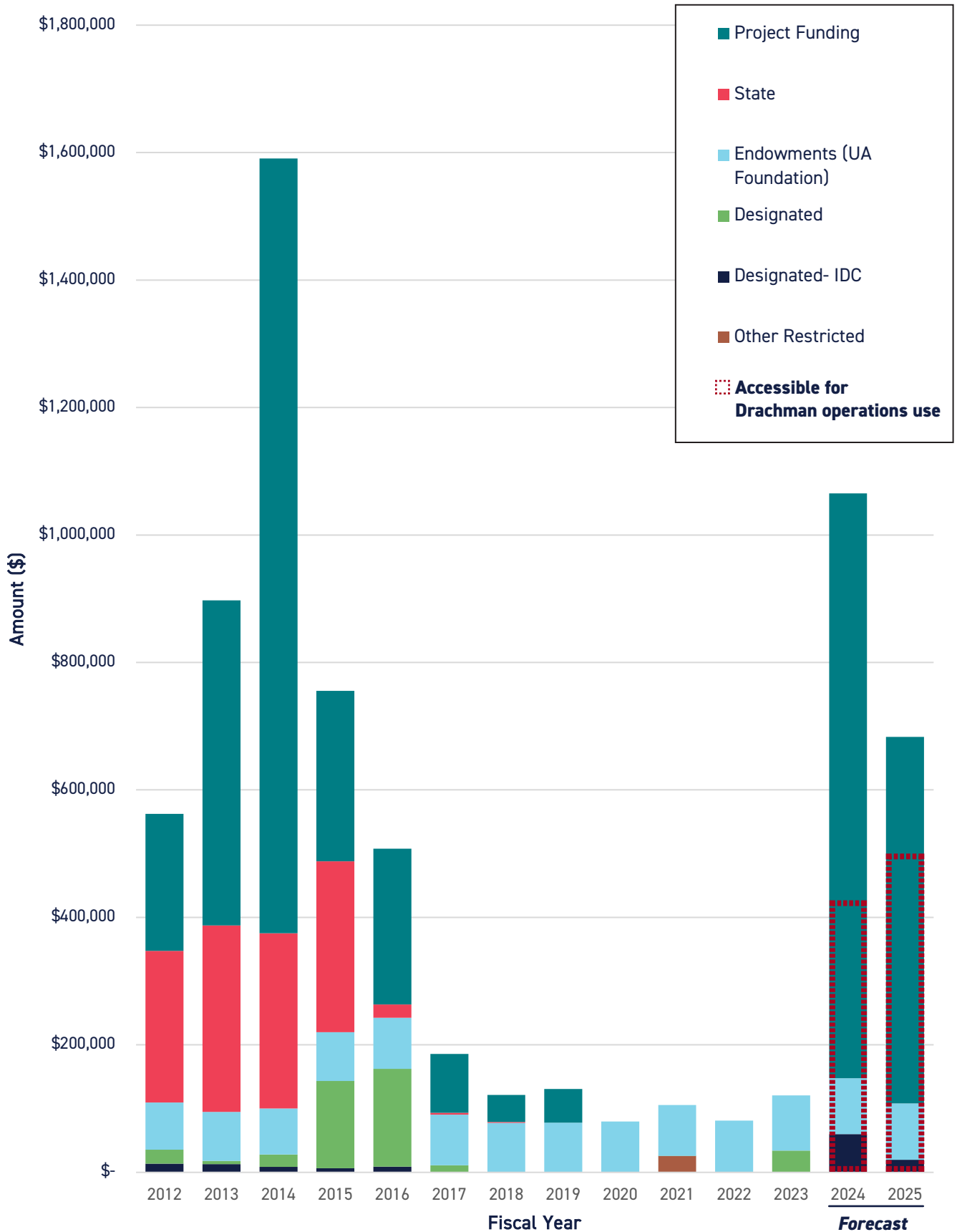
\$60,000 (\$20,000 x 3 years)	GLHN	Angie Smith	Annual Donation	Aug-23	Dec-26	URL
\$15,000	Kaimas Foundation	Courtney Crosson	Annual Donation	Jan-24	Jun-24	HouseEQ
\$75,000						

Total Award Amount	Sponsor Name	Principal Investigator	Award / Project Title	Start Date	End Date	Drachman Initiative
University - Drachman Design Build Coalition 501(c)3 Awards						
\$200,000	University of Arizona Planning, Design, & Construction	Mary Hardin	South Stadium Rowhouse 5	May-23	May-24	DDBC
\$180,000	University of Arizona Planning, Design, & Construction	Mary Hardin	South Stadium Rowhouse 4	Aug-21	Dec-22	DDBC
\$180,000	University of Arizona Planning, Design, & Construction	Mary Hardin	South Stadium Rowhouse 3	Aug-21	Dec-22	DDBC
\$165,000	University of Arizona Planning, Design, & Construction	Mary Hardin	South Stadium Rowhouse 2	Aug-20	May-21	DDBC
\$150,000	University of Arizona Planning, Design, & Construction	Mary Hardin	South Stadium Rowhouse 1	Aug-19	May-20	DDBC
\$875,000						

2012-2025 Financial Information

*For fiscal years 2024 and 2025 all confirmed funding sources are listed, consistent with tables

Drachman Institute Funding with Total Award Amounts (FY 2012-2025)



Drachman Institute Funding with Total Award Amounts

Fund Group Name	Fiscal Year						
	2012	2013	2014	2015	2016	2017	2018
Project Funding	\$ 215,076	\$ 510,012	\$ 1,215,546	\$ 267,305	\$ 244,511	\$ 92,354	\$ 42,436
State	\$ 238,022	\$ 292,522	\$ 275,185	\$ 268,080	\$ 20,516	\$ 2,705	\$ 1,141
Endowments (UA Foundation)	\$ 73,862	\$ 76,826	\$ 72,017	\$ 76,701	\$ 80,427	\$ 79,467	\$ 77,670
Designated	\$ 22,015	\$ 5,157	\$ 19,489	\$ 137,019	\$ 153,374	\$ 11,133	\$ 73
Designated- IDC	\$ 13,581	\$ 12,763	\$ 8,627	\$ 6,328	\$ 8,915	\$ -	\$ -
Other Restricted	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ 562,555	\$ 897,280	\$ 1,590,864	\$ 755,433	\$ 507,743	\$ 185,659	\$ 121,319

Fund Group Name	Fiscal Year							TOTAL
	2019	2020	2021	2022	2023	2024	2025	
Project Funding	\$ 52,619	\$ -				\$ 917,592	\$ 575,000	\$ 4,132,449
State	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,098,172
Endowments (UA Foundation)	\$ 78,008	\$ 79,566	\$ 79,804	\$ 80,837	\$ 86,724	\$ 87,626	\$ 88,501	\$ 1,118,037
Designated	\$ 30	\$ 60	\$ 32	\$ -	\$ 34,000	\$ -	\$ -	\$ 382,382
Designated- IDC	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 60,043	\$ 19,730	\$ 129,986
Other Restricted	\$ -	\$ -	\$ 25,900	\$ 506	\$ -	\$ -	\$ -	\$ 26,406
TOTAL	\$ 130,657	\$ 79,626	\$ 105,736	\$ 81,343	\$ 120,724	\$ 1,067,285	\$ 685,256	\$ 6,887,431

NOTES

- 1) FY14 project funding spike due to acct 4169720 (see edoc 2731509).
- 2) The Designated Funding in FY15 came mainly from the DRACHMAN INSTIT SVC account (acct# 2487200) for \$115,585. Funding in FY16 came mainly from the AMEC account (acct# 2487210) for \$106,854.
- 3) The Endowment funding came from the following UA Foundation principal accounts:

Endowment Account Name	Principal Account#	Balance
Drachman Institute - Davis	40-10-0091	\$ 45,164
Drachman Institute - Koebel	40-10-0096	\$ 10,044
Price Family/Drachman Inst	40-10-0127	\$ 1,296,867
Drachman, Albert Memorial Grad Teaching	40-10-4254	\$ 74,198
Drachman Institute Support	40-10-4256	\$ 69,331
Drachman, Roy P. Fellows Endowment	40-10-4341	\$ 59,616

NOTE: The account balances never changed from FY2012 to FY2023 (from Jul 1, 2011 to Jun 30, 2023)

Drachman Institute Expenses (FY2012-2023)



Drachman Institute Expenses

Expense Category	Fiscal Year						
	2012	2013	2014	2015	2016	2017	2018
Personnel Expenses	\$ 611,651	\$ 560,449	\$ 532,499	\$ 480,240	\$ 309,408	\$ 124,690	\$ 2,176
General Expenses	\$ 334,477	\$ 156,241	\$ 219,767	\$ 145,852	\$ 66,602	\$ 27,150	\$ 400
Indirect Cost Recovery Expenses	\$ 101,162	\$ 83,403	\$ 91,658	\$ 38,424	\$ 44,987	\$ 13,163	\$ 16
Travel	\$ 31,435	\$ 28,170	\$ 33,111	\$ 38,199	\$ 39,378	\$ 2,427	\$ 510
Student Support	\$ 1,207	\$ 500	\$ 500	\$ -	\$ -	\$ 525	\$ 3,000
TOTAL	\$1,079,932	\$ 828,763	\$ 877,535	\$ 702,715	\$ 460,376	\$167,956	\$ 6,103

Expense Category	Fiscal Year							
	2019	2020	2021	2022	2023	2024	2025	TOTAL
Personnel Expenses	\$ 3,368	\$ 5,051	\$ 70,213	\$ 75,478	\$ 41,097	\$ 370,059	\$ 427,059	\$ 3,613,438
General Expenses	\$ 943	\$ 1,010	\$ -	\$ -	\$ -	\$ 15,000	\$ 16,500	\$ 983,941
Indirect Cost Recovery Expenses	\$ 49	\$ 24	\$ 3	\$ -	\$ 426	\$ -	\$ -	\$ 373,317
Travel	\$ 606	\$ -	\$ -	\$ -	\$ 134	\$ -	\$ -	\$ 173,970
Student Support	\$ 6,000	\$ 13,500	\$ 3,720	\$ 2,800	\$ 4,800	\$ -	\$ -	\$ 36,552
TOTAL	\$ 10,966	\$ 19,584	\$ 73,937	\$ 78,278	\$ 46,457	\$385,059	\$443,559	\$ 5,181,218

NOTE: Student Support in FY2019-2023 is driven by the Albert Memorial Endowment.

Accomplishments

in the Past Performance Period

Goals, Metrics, Actions, Outcomes

Priorities

Our highest-level priorities are directly tied to the Initiatives housed within the Institute. These priorities are aligned with our values surrounding the built environment. They are as follows:

- **Priority 1: Addressing Housing Equity**
- **Priority 2: Advancing Urban Resilience**
- **Priority 3: Supporting Native Peoples' agency in design**
- **Priority 4: Connecting research, teaching, and community identified needs for positive impact across CAPLA and our community**

Goals

Our central goals support these central priorities and achievement of the Drachman mission and purpose. They are as follows:

- **Goal 1: Sustain Funding**
- **Goal 2: Collaborate**
- **Goal 3: Elevate**
- **Goal 4: Space**

Goal 1 **Sustain Funding**

Goals

- Stabilize core expenses to support Drachman initiatives
- Build financial stability for the long-term sustainability of the Institute through a diverse mix of research successes, endowment payout, and incremental College support

Key Performance Indicators

- Number of projects and donations
- Current and projected financial sustainability
- Revenue from projects run through the Institute
- Diversified sources of funding

Demonstrated Impact/Outcomes in 2022 - 2023

- The Institute currently has over \$2 million in external funding
- The Institute currently has a diverse portfolio with projects in all major funding source categories
- Community Call for Projects launched in June 2022, August 2023, and March 2024 (currently in the third cycle in a now-established twice-yearly process)

Future Actions for 2024 and Beyond

- Coordinate with College to explore new revenue sources
- Bring in projects with larger funding and multi-year timelines
- Create a fundraising plan with college Development Director
- Continue to create a diversified funding base (e.g. federal, foundation, state/local, NGO/CBO) and client base (e.g. housing, development services, native peoples rights, water sustainability)
- Support faculty grant writing, research, and awards submissions through Drachman fellowship program

Goal 2 Collaborate

Goals

- Strengthen collaborations with other institutes and centers on campus
- Strengthen local collaborations with the City and County
- Build and expand regional and international long term partnerships
- Create opportunities for faculty collaboration and outreach

Key Performance Indicators

- Number and type of community partners
- Number of students and faculty involved
- Number of events offered to provide hubs for discussion and project development around Institute priority areas
- Number of cross-college and cross-university collaborations
- Number of projects from City and County

Demonstrated Impact/Outcomes in 2022 - 2023

- The Institute currently has 35 faculty members involved as Principal Investigators or Co-Principal Investigators
- Planned Arizona Institutes for Resilience, Udall Center, and Drachman cross-campus workshop/symposium for 2024 for City and County
- Cross-campus collaboration on the County Comprehensive Plan update project
- Granted a two-year research and innovation track within the School of Architecture titled Community Design and Action
- Arizona Institutes for Resilience funded interns for 2023-24 for project focused on net zero urban water (Urban Resilience Lab)
- Created Institute structure with four Initiatives that match the faculty interests expressed in the listening tour in 2022
- Completed a listening tour with individual faculty – first on the wider Drachman Institute in 2022 and then on priority areas of interest to individual faculty in 2023
- Monthly happy hours organized by Housing Equity Lab to bring faculty and City and County staff together
- Collaborating with Universidad Nacional Autonoma de Mexico on a capstone studio as part of the Community Design and Action Track in the School of Architecture

Future Actions for 2024 and Beyond

- Work across CAPLA disciplines and Schools on a Drachman community outreach awards program
- Continue to work across the University through Centers, Institutes, and faculty collaboration to create research and outreach opportunities around the built environment
- Continue to expand research and outreach collaborations with the County and City
- Expand research and outreach opportunities to the wider region and international partnerships

Goal 3 Elevate

Goals

- Continue our reputation as the Institute on campus for research and outreach in the built environment
- Act as the point of focus for outreach projects at CAPLA and create larger partnerships from this coordination (multi-year and larger funding)
- Engagement work is recognized as a part of CAPLA promotion success

Key Performance Indicators

- Peer reviewed publications and reports
- Number and type of design awards
- Number of projects run through the Institute
- Number of events offered to provide hubs for discussion and project development around Institute priority areas
- Number of cross-campus collaborations

Demonstrated Impact/Outcomes for 2022 - 2023

- National and state design awards: 2024 and 2023 ACSA and 2022 and 2023 AIA Arizona Awards
- Updated the Drachman Institute website to elevate Institute projects and Initiatives
- There were 20 live projects during 2022 - 2023
- Created Institute structure with four Initiatives to elevate priorities

Future Actions for 2024 and Beyond

- Cross-college awards program for community outreach
- Institute will continue to apply for national awards to support faculty
- Make engagement work a recognized part of CAPLA promotion success
- Continue to advocate for outreach and research collaborations in the built environment across campus and the community
- Continue to expand Drachman programming with faculty and community: happy hours, student potlucks, and brown bags for faculty, City and County staff, and community members to workshop Drachman projects

Goal 4 **Space**

Goal

- Have a consolidated, accessible, visible, and known location for Drachman staff, students, and affiliated faculty

Key Performance Indicators

- Student and faculty knowledge of where the Institute is located on campus
- Square-footage of collaborative workspace for projects

Future Actions for 2024 and Beyond

- Move to a consolidated, accessible, visible, and known location for Drachman to support the successful delivery of outreach and research projects to our students and our community

Challenges and Lessons Learned

Since 2018, the Drachman Institute has faced a number of challenges, due to leadership changes, COVID interruptions, and unclear funding priorities. The Institute has also struggled to secure a centralized and visible location for Institute leadership, staff, and student employees. Since its dormancy period, the Institute has less student recognition and knowledge of Drachman projects that are run through studio courses, the community impact of the Institute, and opportunities for students to engage with the community through the Institute. There is also little visibility of award-winning Drachman Institute work within the College and the two buildings that the College occupies.

However, the Institute has also made enormous strides to secure its financial future, elevate faculty, and build and re-kindle community partnerships.

The challenges that the Institute currently faces are under three topics:

- (1) financial sustainability**
- (2) space and visibility**
- (3) faculty engagement**

These three challenge areas are discussed in this section with corresponding lessons learned and proposed solutions for the future that align with the aforementioned goals.



Native Peoples Design Coalition students attend a Pow Wow to gain an understanding of how to design event spaces for the University of Arizona Native American and Indigenous Center sponsored by the Office of Native American Advancement & Tribal Engagement.

Challenge 1 Financial Sustainability

Challenge

One major challenge was and is funding shortfalls. When CAPLA was faced with a large state budget cut in 2014, the College focused its efforts on academic units and consequently reduced Drachman's share of state funding to zero. The complete loss of state funding meant that Institute staff were paid solely on project funding. Future funding was based on the success of securing further research projects. This financial model proved to be unsustainable. Moving forward therefore a sustainable funding framework will need to be developed and employed. Planning for this funding security will be part of the Drachman

Institute strategic planning that will be taking place in the coming months. In order for the Drachman Institute to be viable, financial costs that must be anticipated include provisions for basic operational expenses, grant writing, development work, and other delivery of services to the community. Currently, the College provides important internal support through their Development Director, Associate Dean for Research, and Engineering Research Administration Services. There is also a need to seek additional donors to enhance the Drachman Institute endowment portfolio.

Lessons Learned

Since the Institute's past and current funding models have been unsustainable and led to its

dissolution for a period of time, a new long-term solution is needed to stabilize the Institute.

Proposed Solution

The Institute needs to be financially stable. To apply for multi-year projects and to ask for investment from donors, the Institute needs assurance that it will survive year to year and not fall prey to another budget cut or the variability of project grant success. One targeted way to stabilize the Institute is to guarantee the funding of its core budget. If there is a guaranteed core staff year to year, then the Institute can assure donors and funders that it will exist, rather than the previous fate where it collapsed without sufficient resources. Fiscal Year 2024 and Fiscal Year 2025 are secured.

In Fiscal Year 2026, the College will look at the research trajectory of the Institute and the College's fiscal position to explore incrementally increasing funding over a period of years. Endowment payout and foundation support will help to fill the funding gap between the Institute's core budget, its research success, and incremental College support. The Institute aims to work with the College to locate a blend of funding sources, which are detailed in the stabilization plans on pages 48-56.

Challenge 2 Space and Visibility

Challenge

Over the past five decades, the Drachman Institute has faced numerous challenges related to funding, administrative support, and physical isolation between the individual units as well as from the larger College. For a time, the Drachman Institute was split between three places: 819 E First Street, UA Downtown (44 N Stone Ave), and the Smith House. This decentralization within Drachman ended up discouraging Drachman collaboration and communication to and from the College. These issues were addressed when staff consolidated at the Smith House, in 2015. However, that location was still isolated from CAPLA students and faculty. In earlier years,

faculty were actively engaged with the Institute, using Drachman projects in class studios or as research projects. After 2017 and to present, the Institute **no longer has an assigned physical space**. Currently, the Institute's one staff member and post doctoral research associate have desks in the Alumni Center at the college. Not having an assigned space is a challenge to complete collaborative project work as well as an image issue. For the Institute to project a stable presence, assigned space at the College is critical. For the Institute to generate new ideas and connections, it is important to have a home and collaborative workspace.

Lessons Learned

Going forward, this connection needs to be re-established in order for the Drachman Institute to remain viable, ideally with staff and multiple

involved faculty members engaged with Drachman projects.

Proposed Solution

Since the Drachman Institute is one of the three academic units within the college (along with the School of Architecture and the School of Landscape Architecture and Planning), the College will provide assigned space for the Institute. Faculty and administrators associated with the

Drachman Institute are already provided with offices. Collaborators and support staff support of the Institute will be managed going forward with the objective to provide an accessible and higher profile space for the work of the Drachman Institute and its support.

Challenge 3 Faculty Engagement

Challenge

Since 2017, faculty have pursued dispersed outreach work independently. As there was no infrastructure to support, coordinate, and elevate activities, faculty had largely switched to working on outreach projects outside of the Institute. This is a challenge to move the culture back to one of collaborative support for the Institute, where the whole is greater than the sum of its parts. This is also a challenge

for funding as facilities and administration grant returns are dispersed. Finally, having multiple pricing for contracts with the City and County from independent faculty members to a Drachman standard price, can create missed opportunities to create larger and long term projects with multiple faculty members. Some level of coordination is needed.

Lessons Learned

A requirement for faculty involvement is not the tone the Institute or college wants to or can set.

An incentive for participation and an expansion of perceived value are needed.

Proposed Solution

A differential facilities and administration (F&A) return to principal investigators is one successful strategy other University institutes have used to create a culture and community around an institute. Depending on the future centralized structure of the University, the Institute could use a similar strategy and incentivize faculty engagement through F&A returns.

Additionally, the Institute has been building the infrastructure to provide value to faculty. This year, the Institute

hired its first Drachman Fellowship who provides support before, during, and after projects are complete. For example, awards applications have been completed on behalf of faculty members, support work has been given during projects like research collection and guest teaching, and pre-award support like budgeting has also been provided. Drachman aims to use its Facilities and Administration to provide faculty with this type of support. See 'Core Budget' section for details of the Drachman Fellowship.

Strategies and Barriers

in the Next Performance Period

Strategies and Barriers

The re-launch of the Drachman Institute in 2022 has seen project success for FY-2024 and FY-2025.

In FY-2026, the College will look at the research trajectory of the Institute and the College's fiscal position to explore incrementally increasing funding over a period of years as is detailed in the first financial model in this section. The long-term reality of the funding could certainly include a mix of one or more of the different funding sources detailed in the three financial models in this section.

The Institute has an endowment that creates \$87,000 income per year and an endowment reserve exists of \$300,000. The reserve will be used to cover any financial deficits as needed.

The three financial models include:

(1) Use of Endowment Reserve with a level of college funding as and if available

(2) Increased endowments and associated income

(3) Pan-University funding



Drachman Institute staff work with neighborhood associations to locate assets and needs in their neighborhood.

Drachman Institute **Core Budget**

\$87,000

Revenue

\$87,000

Endowment Payout

\$322,619

Expenses

\$307,619

Personnel

Director

Drachman Fellowship I -- Design, Community Outreach (fulltime staff)

Drachman Fellowship II -- Grant Writing Support, GIS, Stats (fulltime staff)

Research and Outreach Coordinator I Stipend -- NPDC

Research and Outreach Coordinator II Stipend -- HousEQ

Research and Outreach Coordinator III Stipend -- URL

\$15,000

Program Operations

\$235,619

Needed annually from grants, contracts, and/or donations

Possible Sources:

Grants and Contracts

Donations

Facilities & Administration (Currently 32% of the 53.5%)

Core Budget Expenses and Revenue Streams in 2024 and 2025

\$322,619	Expenses	2024 Revenue Streams	2025 Revenue Streams
\$307,619	Personnel		
	<i>Director</i>		
\$102,318	12 month pay	\$18k County Flood Control	\$18k County Flood Control
\$32,741	ERE	\$20k GLHN	\$20k GLHN
		\$30k County Comp Plan	\$30k County Comp Plan
		\$67k Endowment	\$67k Endowment
	<i>Drachman Fellowship I -- Design, Community Outreach (fulltime staff)</i>		
\$54,000	12 month pay	\$35.5k PIF - NPDC	\$35.5k PIF - NPDC
\$17,280	ERE	\$35.5k RESTRUCT	\$18k Habitat
			\$2.5k Tucson House
			\$5k CoT MiniHomes
			\$10k County Comp Plan
	<i>Drachman Fellowship II -- Grant Writing Support, GIS, Stats (fulltime staff)</i>		
\$54,000	12 month pay	N/A	2024 and 2025 F & A and project revenue
\$17,280	ERE		
	<i>Research and Outreach Coordinators</i>		
\$10,000	Research and Outreach Coordinator I Stipend -- NPDC	> \$10k PIF	> \$10k PIF
\$10,000	Research and Outreach Coordinator II Stipend -- HousEQ	> \$10k HUD	> \$10k HUD
\$0	Research and Outreach Coordinator III Stipend -- URL	Director	Director
\$15,000	Program Operations	F & A	F & A

Drachman Institute **Core Staff Positions**

Drachman Institute Director

- The first point of contact for community-connected scholarship in the college, which means:
 - Build collegial foundations with faculty and staff to support community-connected scholarship
 - Facilitate efforts to develop research and teaching projects/initiatives
- Work collaboratively with the Faculty Executive Committee (FEC) to review and develop community-connected projects
- Provide an annual plan for initiatives and actions to advance community-connected scholarship in CAPLA
- Manage the Drachman Institute business plan for sustainability

Drachman Institute Initiative Coordinators (3 - 5 Coordinators)

- Support a full-time CAPLA faculty member in growing and sustaining a key area of outreach and research
- Organize a set of faculty and community gatherings around a topic each semester
- Apply for competitive national funding to grow and sustain critical work on the topic
- Advance at least 2-3 projects in the topic area per year
- Meet with the Drachman Director monthly (or more regularly) to report progress

Drachman Fellowships (1 - 2 Fellowships)

- Support Drachman mission around student learning: hire a recent graduate to gain community outreach job experience
- Provide stable support to Drachman
- Flexible year-to-year for fluctuation in project support
- Support across Drachman projects in outreach, research, grant writing, awards submissions, studio support, project initiation

Stabilization Plan 1

College Support / Endowment Reserves

Key Features

- Increase projects
- Other Colleges within the University have positions that deal directly with outreach efforts.
- College will cover shortfalls in Drachman's core budget if they occur after 2026 and will first use endowment reserves

Barriers

- Grants vary year-to-year
- College budget constraints

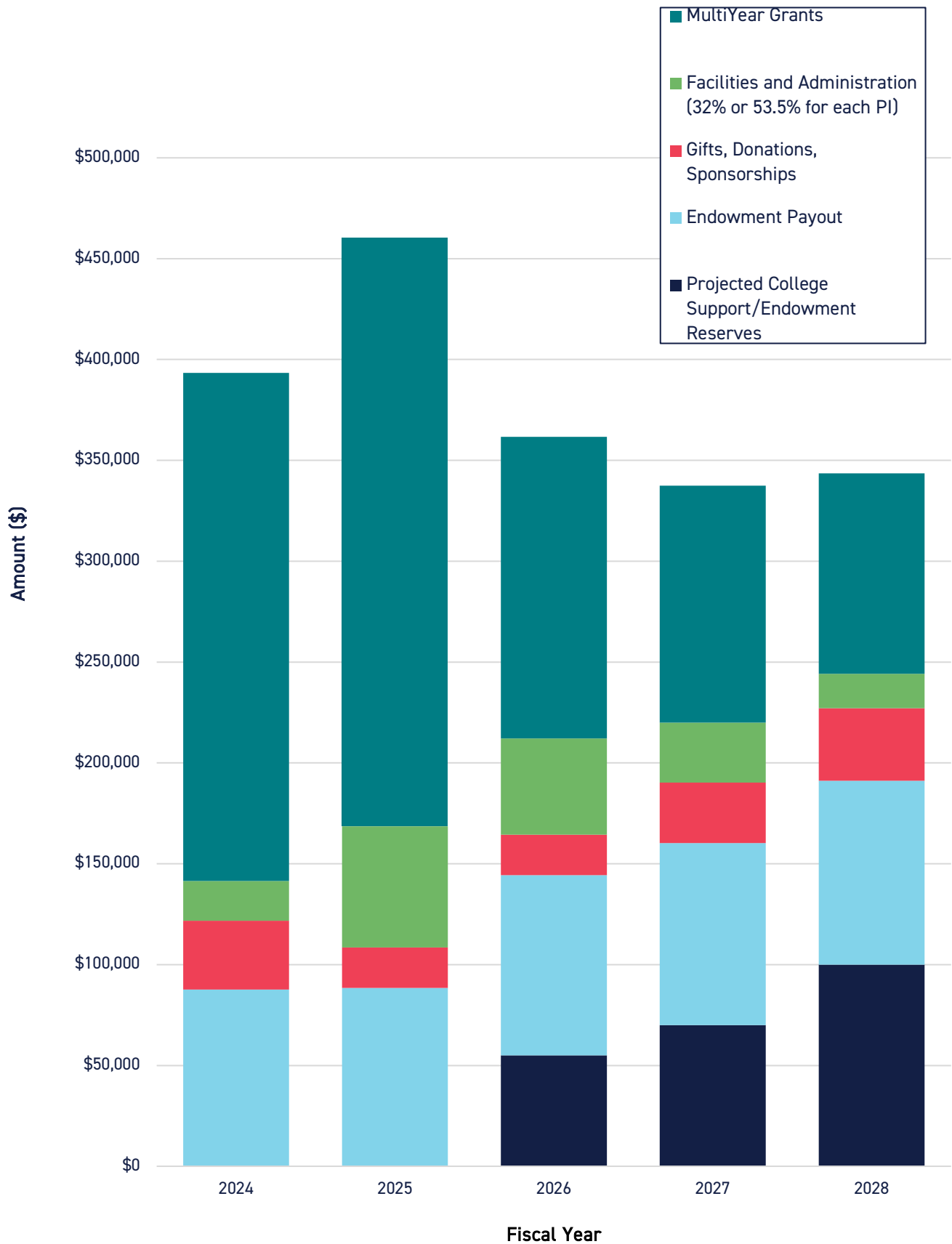
	Fiscal Year				
	2024	2025	2026	2027	2028
REVENUE	\$393,414	\$460,263	\$361,678	\$337,472	\$343,570
Endowment Payout	\$87,626	\$88,501	\$89,386	\$90,278	\$91,180
MultiYear Grants	\$251,958	\$291,719	\$149,535	\$117,500	\$99,376
Gifts, Donations, Sponsorships	\$34,100	\$20,000	\$20,000	\$30,000	\$36,000
Facilities and Administration (32% or 53.5% for each PI)	\$19,730	\$60,043	\$47,758	\$29,694	\$17,013
Projected College Support/Endowment Reserves			\$55,000	\$70,000	\$100,000
EXPENSES	\$385,059	\$443,559	\$353,209	\$328,024	\$333,321
Personnel	\$370,059	\$427,059	\$335,059	\$308,059	\$311,359
Program Operations	\$15,000	\$16,500	\$18,150	\$19,965	\$21,962

black = confirmed

blue = projected

Stabilization Plan 1

College Support / Endowment Reserves



Stabilization Plan 2

Endowment Expansion

Key Features

- Increase endowment
- Increase donors
- Increased ability to do pro-bono work with increased endowment payout

Barriers

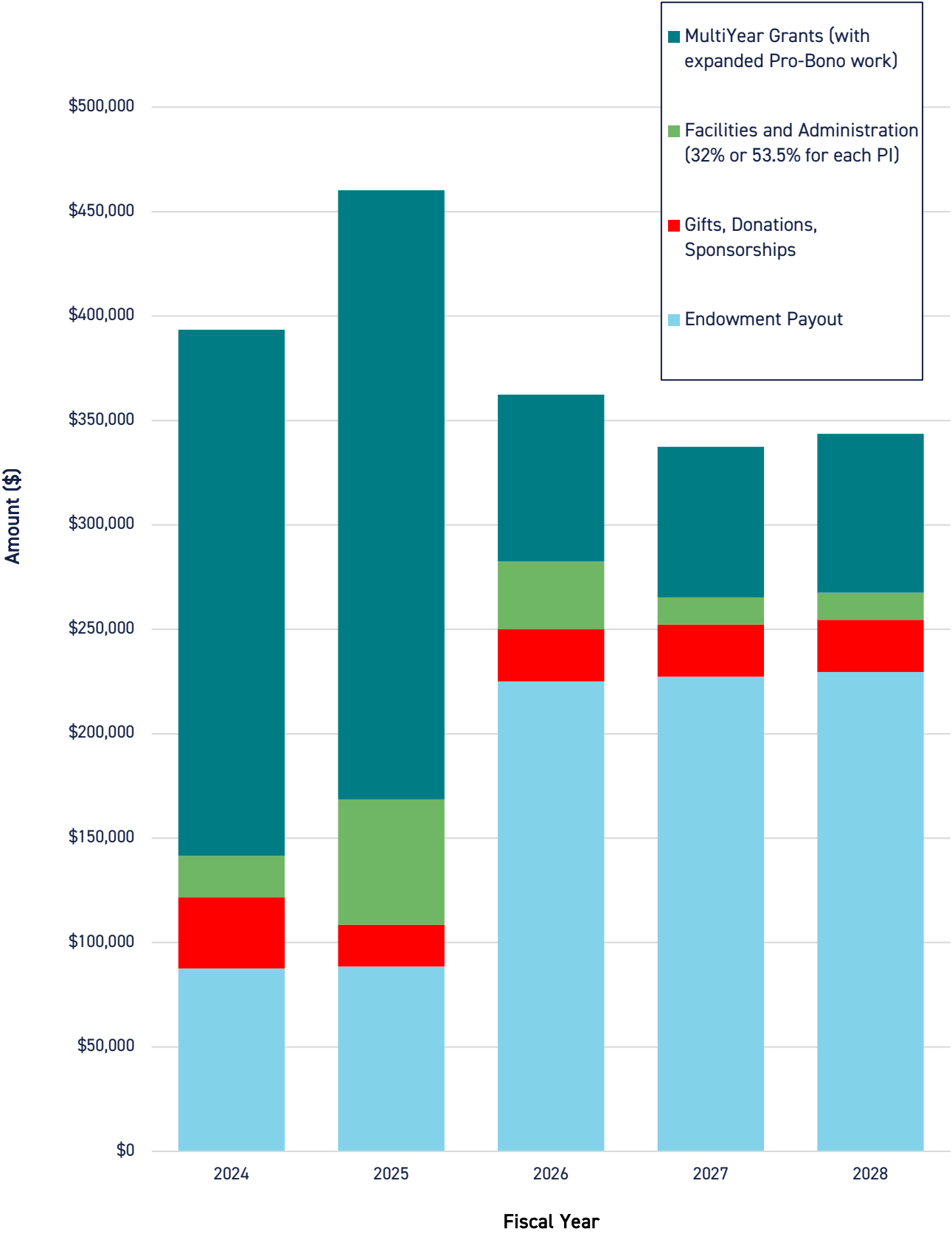
- Hard to find a donor interested in the built environment with adequate funds
- This endowment expansion is approximately equivalent to a \$5 million donation

	Fiscal Year				
	2024	2025	2026	2027	2028
REVENUE	\$393,414	\$460,263	\$362,429	\$337,400	\$343,588
Endowment Payout	\$87,626	\$88,501	\$225,000	\$227,248	\$229,518
MultiYear Grants (with expanded Pro-Bono work)	\$251,958	\$291,719	\$80,000	\$72,150	\$76,050
Gifts, Donations, Sponsorships	\$34,100	\$20,000	\$25,000	\$25,000	\$25,000
Facilities and Administration (32% or 53.5% for each PI)	\$19,730	\$60,043	\$32,429	\$13,002	\$13,020
EXPENSES	\$385,059	\$443,559	\$353,209	\$328,024	\$333,321
Personnel	\$370,059	\$427,059	\$335,059	\$308,059	\$311,359
Program Operations	\$15,000	\$16,500	\$18,150	\$19,965	\$21,962

black = confirmed blue = projected

Stabilization Plan 2

Endowment Expansion



Stabilization Plan 3

Pan-University Mission

Key Features

- Increase diversified and interdisciplinary projects
- Drachman Institute broadens to a pan-University Institute for the built environment

Barriers

- Budget constraints across the University

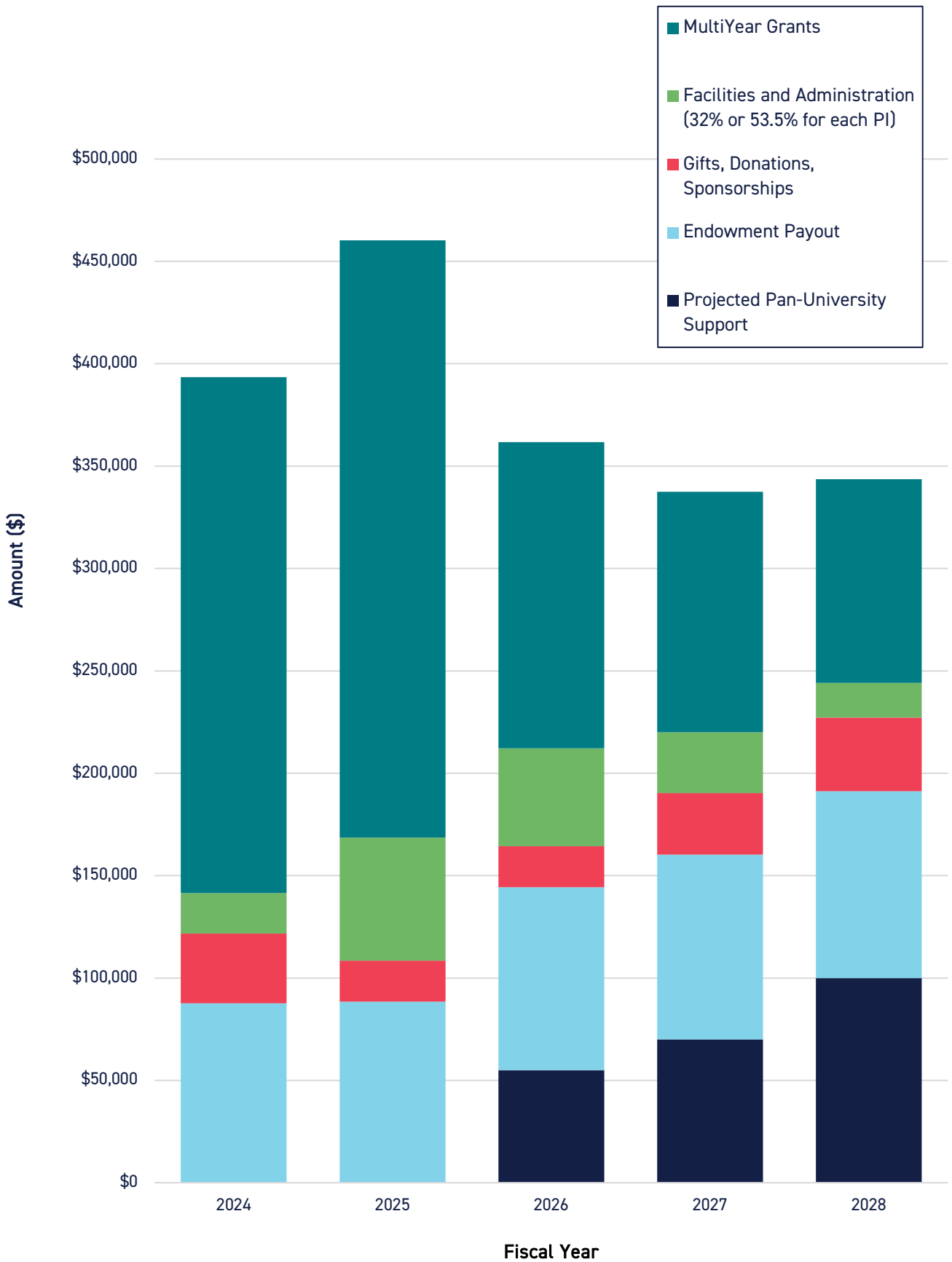
	Fiscal Year				
	2024	2025	2026	2027	2028
REVENUE	\$393,414	\$460,263	\$361,678	\$337,472	\$343,570
Endowment Payout	\$87,626	\$88,501	\$89,386	\$90,278	\$91,180
MultiYear Grants	\$251,958	\$291,719	\$149,535	\$117,500	\$99,376
Gifts, Donations, Sponsorships	\$34,100	\$20,000	\$20,000	\$30,000	\$36,000
Facilities and Administration (32% or 53.5% for each PI)	\$19,730	\$60,043	\$47,758	\$29,694	\$17,013
Projected Pan-University Support			\$55,000	\$70,000	\$100,000
EXPENSES	\$385,059	\$443,559	\$353,209	\$328,024	\$333,321
Personnel	\$370,059	\$427,059	\$335,059	\$308,059	\$311,359
Program Operations	\$15,000	\$16,500	\$18,150	\$19,965	\$21,962

black = confirmed

blue = projected

Stabilization Plan 3

Pan-University Mission



Major Funding Opportunities

National Sources

National Science Foundation (NSF)

NSF Directorate for Technology, Innovation, and Partnerships (TIP) -- multiple grant initiatives
NSF Civil Infrastructure Research for Climate Change Mitigation and Adaptation (CLIMA)
Humans, Disasters, and the Built Environment (HDBE)
Dynamics of Integrated Socio-Environmental Systems (DISES)
Strengthening American Infrastructure
CIVIC Innovation Challenge Program
Centers for Research and Innovation in Science, the Environment, and Society (CRISES)

Department of Energy (DoE)

Community Energy Innovation Prize
Connected Communities
Building Technologies

Environmental Protection Agency (EPA)

Infrastructure Programs (Implementation)
 Water Infrastructure, Finance, and Innovation Act (WIFIA)
 Sewer Overflow and Stormwater Reuse Municipal Grants
Environmental Justice
 Capacity Building for Initiatives to implement the Inflation Reduction Act
 Environmental Climate Justice Program
 Environmental Justice Thriving Communities Grantmaking
Center for Excellence for Stormwater
Community Challenge Grants

Infrastructure Investment and Jobs Act (IIJA)

Strengthening Mobility and Revolutionizing Transportation (SMART) Grants
Transportation Resilience Centers of Excellence
Community Resilient Infrastructure Programs

Inflation Reduction Act (IRA)

Foundation and Donations

Vitalyst Foundation
Surdna Foundation
Marshall Foundation
Southwest Foundation

Private Donors

Tribal Funding

Industry Partners

State and Local Sources

Town of Marana

Community and Neighborhood Services
Development Services
Economic Development and Tourism
Marana Water

City of Tucson

Economic Initiatives Office
Housing and Community Development
Planning & Development Services
Transportation & Mobility
Tucson Water
Parks and Recreation
Mayor's Office

Pima County

Development Services
Flood Control
Pima Prospers
Transportation
Wastewater Reclamation
Community & Workforce Development

University

Provost Investment Fund (PIF)

Collaboration with other University Institutes and Centers

NGO/CBO

Habitat for Humanity

Chicanos Por La Causa

Major Funding Barriers

Staff and Support

Adequate staffing and support allows the Institute to bring in larger projects with greater impact to our community. Currently, our core budget forecasts a second Drachman fellowship to support grant writing. With greater staffing and support, Drachman is able to apply for larger funding opportunities. With greater staffing and support, Drachman can take the lead on research and outreach projects.

Space and Visibility

Connecting to the CAPLA community, the larger University community, and our community partners is difficult without a consolidated and known physical location. Delivering quality community outreach and research projects is difficult without the space to collaborate on completing project work. Throughout Drachman's active history, it had a known location within CAPLA. Space and visibility for the Institute would allow the Institute to hold external and internal meetings with students, staff, faculty, and community partners, and would display the collective impact of the projects the Institute has already undertaken since its relaunch in 2022.

College Financial Constraints

Drachman does not currently receive any direct budget from the University or College. Recent budget uncertainties mean that there is greater uncertainty around future support. This could potentially lead to funding instability for the Drachman Core Staff, which would decrease confidence in successful Drachman project delivery from external funders and our community partners.

Economic Variability (Federal, State, Local, and University)

Currently, the Institute is primarily funded through project-based external funding activities, which are an unstable and highly variable level of revenue. In years where external funding activities do not precisely match the previous years' activities, the Institute will need to drop or acquire more staff and space, which means that attracting and retaining high-quality talent is challenging.

Faculty Buy-In and Time

During its years of dormancy, faculty took outreach projects out of the Institute. There is a need to re-acclurate faculty to work with the Institute to create a stronger entity together. Consolidation of outreach projects under the Institute has many advantages for the Institute, faculty members, and our community partners, but the unclear benefit of project collaboration keeps faculty members from compounding benefits with Institute resources. To achieve larger funding targets, faculty collaboration and buy-in is crucial.

Appendix A

2022 - 2023 PIs, Co-PIs, and
Senior Personnel

2022-2023 Drachman
PIs, Co-PIs, and Institute
Senior Personnel Project

Altaf Engineer	Community Design and Action The Health Sciences Library (HSL) Space Planning Project
Arlie Adkins	ARCHES – HUD Center of Excellence Tucson House
Atticus Jaramillo	ARCHES – HUD Center of Excellence Pima County Comprehensive Plan Tucson House
Bill Mackey	City of Tucson MiniHomes Code Review Habitat for Humanity 2.5 Acre Development Plan
Bo Yang	The Health Sciences Library (HSL) Space Planning Project Urban Designer’s Response to a Pandemic
Bob Vint	Habitat for Humanity 2.5 Acre Development Plan
Brooks Jeffery	Casa Grande Ruins National Monument Historic Structures Report
Clare Robinson	Casa Grande Ruins National Monument Historic Structures Report
Courtney Crosson	City of Tucson Climate Action and Adaptation Plan Habitat for Humanity 2.5 Acre Development Plan Pima County Flood Control Multiobjective Modeling and Design NSF Net Zero Urban Water Research Coordination Network Community Design and Action
Daniel Kuhlmann	ARCHES – HUD Center of Excellence Pima County Comprehensive Plan
David Brubaker	Tawa’Ovi Masterplan for Energy Independence
Eric Weber	Drachman Design Build Coalition - South Stadium Row House 1-5
Gina Chorover	Casa Grande Ruins National Monument Historic Structures Report

2022-2023 Drachman
PIs, Co-PIs, and Institute
Senior Personnel Project

Greg Veitch	City of Tucson MiniHomes Code Review Community Homes of Patagonia Gopher Field Housing Habitat for Humanity 2.5 Acre Development Plan Pima County Comprehensive Plan Tawa'Ovi Masterplan for Energy Independence Tuba City Chapter Tract Masterplan Tucson House
Helen Erickson	Camp Naco Story Map Casa Grande Ruins National Monument Historic Structures Report Fort Bowie National Historic Site NPS Cultural Landscape Report
James Marian	Fifty Years of Commercial Real Estate Development in Tucson
Jonathan Bean	ARCHES – HUD Center of Excellence
Kelly Smith	Tuba City Community and Economic Development Studies University of Arizona Native American and Indigenous Center
Kenneth Kokroko	Partnerships in Public Space Tuba City Chapter Tract Masterplan
Kenny Wong	ARCHES – HUD Center of Excellence Habitat for Humanity 2.5 Acre Development Plan
Kristi Currans	Tuba City Community and Economic Development Studies
Ladd Keith	City of Tucson Climate Action and Adaptation Plan Pima County Comprehensive Plan
Laura Carr	Community Design and Action Community Homes of Patagonia Gopher Field Housing Tawa'Ovi Masterplan for Energy Independence Tuba City Chapter Tract Masterplan Tuba City Community and Economic Development Studies University of Arizona Native American and Indigenous Center
Malini Roy	Pima County Comprehensive Plan

2022-2023 Drachman
PIs, Co-PIs, and Institute
Senior Personnel Project

Margaret Livingston Historic Fourth Avenue Coalition
Miami Unified School District

Mary Hardin Drachman Design Build Coalition - South Stadium Row House 1-5

Philip Stoker Pima County Comprehensive Plan

Rashi Bhushan NSF Net Zero Urban Water Research Coordination Network
Pima County Comprehensive Plan

Sandra Bernal The Health Sciences Library (HSL) Space Planning Project

Shujuan Li Urban Designer's Response to a Pandemic

Teresa Rosano Community Design and Action

Appendix B

2022 - 2023 Student Workers,
Graduate Assistants, and Courses

2022 - 2023
Student Workers & Grad Assistants Drachman Initiative
(DDBC, HousEQ, NPDC, URL, Other)

Asif Hasan Zeshan	Other
Cameron Nobel	NPDC
Catherine Brodski	URL
Daniel Vega	NPDC
Ethan Chang	URL
Jacob Ridge	URL
Kaelyn Leach	URL
Robyn Nelson	NPDC
Sadia Tasnim	Other
Souhayla Farag	NPDC
Stephanie Barrett	HousEQ
Xander Jacobs	NPDC

2022 - 2023 Drachman Initiative
CAPLA Courses (DDBC, HousEQ, NPDC, URL, Other)

ARC410f Pima County Flood Control	URL
ARC410f Tawa'Ovi Masterplan	NPDC
ARC510e Tuba City Masterplan	NPDC
ARC510e UANAI Center	NPDC
ARC410e & f Row Houses 1-5	DDBC
LAR301 Tuba City Masterplan	NPDC
PLG611 Tuba City Development Plan	NPDC

Appendix C

2022 - 2023 Community Partners

2022 - 2023 Drachman Institute Project

University of Arizona (UA) Partners

Community Partners

ARCHES – HUD Center of Excellence

Mark Kear (School of Geography)

Alyssa Ryan (Civil and Architectural Engineering and Mechanics)

U.S. Department of Housing and Urban Development

SouthWest Fair Housing Council

Chicanos Por La Causa

Home Matters to Arizona

Arizona State University PIs, Co-PIs, and Co-Is

Northern Arizona University PIs, Co-PIs, and Co-Is

University of New Mexico PIs, Co-PIs, and Co-Is

Pima County Comprehensive Plan

Andrea Gerlak (School of Geography, director, Udall Center)

Patrick Bunn (Hydrology and Atmospheric Sciences, Power Forecasting Group)

Pima County Development Services

Tuba City Chapter Tract Masterplan

Tuba City Chapter Governance

Tuba City Community and Economic Development Studies

Tuba City Chapter Governance

Tawa’Ovi Masterplan for Energy Independence

Levi Esquerra, Senior Vice President for Native American and Tribal Engagement

Hopi Office of Community Planning and Economic Development

Hopi Office of the Chairman

Casa Grande Ruins National Monument Historic Structures Report

National Park Service

Tucson House

Keith Bentele (Southwest Institute for Research on Women)

Tamara Sargus (Southwest Institute for Research on Women)

City of Tucson

City of Tucson Climate Action and Adaptation Plan

Living Streets Alliance

Buro Happold

AutoCase Economic Advisory

City of Tucson Mayor’s Office

St Demetrious Townhomes 2.5 Acre Development Plan

Habitat for Humanity

Pima County Flood Control Multiobjective Modeling and Design

ASU

Pima County Regional Flood Control District

NSF Net Zero Urban Water Research Coordination Network

Neha Gupta (Hydrology and Atmospheric Sciences, AIR)

Dominic Bocelli (Civil and Architectural Engineering and Mechanics)

Andrea Achilli (Chemical and Environmental Engineering)

National Science Foundation

UCLA

UNM

CSU

Colorado School of Mines

The Health Sciences Library (HSL) Space Planning Project

Health Sciences Library: Janet Crum, Director

UA Libraries: Gerald Perry, Associate Dean

UA Libraries: Alex Franz-Harder, Admin Assistant

Health Sciences Library: Mikel Bates, Building Manager

Health Sciences Library: Annabelle Nunez, Associate Director

City of Tucson MiniHomes Code Review

City of Tucson Planning and Development Services

Tucson City Council Ward 3 and Ward 6

Vandal Farms Landscaping/Agriculture Project

Miami Unified School District

Historic Fourth Avenue District Improvement Plan

Historic Fourth Avenue Coalition

Drachman Design Build Coalition - South Stadium Row House 1-5

UA Planning, Design, & Construction

UA Facilities Management

UA Risk Management

Rincon Heights Neighborhood Association

Fort Bowie National Historic Site NPS Cultural Landscape Report

National Park Service

Fielding Link, Regional Historical Landscape Architect

Amy Cassidy, Interpretive Park Ranger at Fort Bowie

University of Arizona Native American and Indigenous Center

Levi Esquerra, Senior Vice President for Native American and Tribal Engagement

Claudia Nelson, Director, Native Peoples Technical Assistance Office

Kelly Smith, Research Associate, Native Peoples Technical Assistance Office (NPTAO)

Felisia Janice Tagaban Gaskin, Director, Native SOAR

Connie Greenberg, Native American Advisory Council

Mark Novak, Landscape Architect, Planning and Development

Kaya Orona, Project Intern, CAPLA

UA Native American and Indigenous Faculty, Students, and Staff

Roman Orona, Performer and Artist

Ron Trosper, Professor, American Indian Studies

Partnerships in Public Space

South Tucson Housing Authority
Primavera Foundation
Pima County Health Department

Fifty Years of Commercial Real Estate Development in Tucson

CCIM, Southern Arizona Chapter
Arizona Daily Star
Baker & Associates, Inc.

Camp Naco Story Map

National Park Service

Gopher Field Affordable Housing

Community Homes of Patagonia

Urban Designer's Response to a Pandemic

Community Design and Action

Appendix D

Staff and Advisor Biographies

Staff

Courtney Crosson

Director, Drachman Institute

Coordinator, Urban Resilience Lab (URL)

Associate Professor of Architecture

Courtney Crosson is a licensed architect and associate professor at the University of Arizona, where she teaches classes on water in the built environment and community outreach studios. These studios, funded by the city, county or private practice, tackle critical issues in urban sustainability. Through exhibitions, books, presentations, workshops and even board games, the design work seeks to go beyond the studio and engage citizens and governments in solutions for their cities. Several of the designs produced in her studios have received public funding to be constructed.

Her current research advances decentralized water systems to address pressing problems facing cities—whether water scarcity in the U.S. Southwest or safe and affordable water access in informal settlements in Nairobi, Kenya. Her work has been published in peer-reviewed journals in architecture, engineering and planning.

She has won numerous awards for her teaching, outreach and research. Most notably, she received the Association for Environmental Studies and Sciences (AESS) national President's Award for Educational and Environmental Collaboration and Excellence in 2017 and the Association for Collegiate Schools of Architecture (ACSA) / American Institute of Architects (AIA) national Practice and Leadership Award in 2024 and 2018. She is currently serving an elected three-year term on the national board of the ACSA as a director at-large. She served on the AIA Los Angeles Board from 2013-2015. Crosson holds a Master of Architecture from Yale University and an Art History BA from Duke University.

Crosson's work outside academia spans many scales and locations including Europe, Africa, Asia and North America. She has worked for Buro Happold Engineers in Los Angeles, Foster + Partners in Hong Kong, Muf Architecture/Art in London, Multiplicity in Milan and UN Habitat in a Nairobi informal settlement called Kibera. At Buro Happold she was the sustainability consultant for the net zero energy design of the new Los Angeles County Museum of Art (Atelier Peter Zumthor), University of California Santa Barbara's Institute for Energy Efficiency (Kieran Timberlake Architects) and the net zero water and energy design of the new Santa Monica City Hall extension (Frederick Fisher Architects). At the master plan scale, she has guided energy and water reduction frameworks at Rice University, Los Angeles Union Station and University of California San Diego. Crosson's first net zero design has been in operation since 2009; a seven-acre secondary girls boarding school in Muhuru Bay, Kenya, for which she was the project manager and lead designer.

Kenny Wong

Coordinator, Housing Equity Lab (HousEQ)

Lecturer in Sustainable Built Environments

Kenny Wong is a lecturer in the School of Landscape Architecture and Planning. He carries experience in the diverse facets of housing design and policy, with a concentration on affordable housing and community development. Driven by commitments to spatial and social justice, he has

practiced as a housing advocate, multifamily designer, nonprofit developer, financial consultant, policy analyst and academic researcher between Southern California and the Oakland-East Bay Area. He was most recently the assistant director of design research at cityLAB, where his research explored connecting schools with housing development in the School Lands for Housing project and envisioned future scenarios of housing for the California 100. Creative design research and collaborative multidisciplinary approaches are crucial to his investigative and problem-solving methods as a teaching collaborator and former student in the Urban Humanities Initiative.

Kenny is a graduate of the University of California, Los Angeles with a Master of Architecture from the School of Arts and Architecture and a Master of Urban and Regional Planning from the Luskin School of Public Affairs. He completed his Bachelor of Arts in Architecture at the University of California, Berkeley.

Laura Carr

Coordinator, Native Peoples Design Coalition (NPDC)
Senior Lecturer in Architecture

Laura Carr is a Senior Lecturer in the School of Architecture teaching in both studio and lecture courses in the areas of sustainable design, culturally responsive design, community outreach, building technologies and professional practice. Additionally, she currently serves as Chair of the Practice Stream, is a member of the Drachman Institute Faculty Executive Board, is a Deans Equity and Inclusion Initiative (DEII) Fellow, and is a founding member of the Native Peoples Design Coalition (NPDC), a UArizona partnership working with Tribal communities to plan and design the built environment for sustainability and resiliency. Laura has over fifteen years experience in professional practice, beginning with her work as a Project Manager for the Drachman Institute (DI) in 2004. During her 4 years with DI, Laura coordinated affordable housing and sustainable community planning, research, design and engagement activities under two consecutive HUD Empowerment Zone improvement grants in Tucson, AZ. Additionally, Laura managed Drachman's Architecture Technical Assistance Program, funded through Cooperative Extension and the City of Tucson, providing technical assistance to neighborhoods, municipalities, and non-profit organizations for the development of master plans, neighborhood and zoning overlay plans, housing studies, improvement and infill initiatives. The Civano Demonstration Project, one of the research initiatives funded under this grant, post-evaluated the sustainable performance of different technologies, assemblies and strategies used in the Civano neighborhood. This research was applied to the design and construction of 5 homes in the Barrio San Antonio neighborhood built by the Drachman Design Build Coalition (DDBC), and continues to set precedent for affordable housing design in the southwest. Laura also provided education and design resources to Tribal communities receiving development funding from the Arizona Department of Housing. In 2007, Laura left Drachman Institute and designed residential projects for Taylor Design Build (TDB), and in 2011, became a project architect for Nelsen Partners, working in mixed use retail, office, and hospitality. Laura returned to teaching in 2017, and focuses her teaching efforts on cross-disciplinary instruction and community outreach within CAPLA and across the University.

Mary Hardin

President, Drachman Design Build Coalition (DDBC) University Distinguished Professor of Architecture

Mary C. Hardin, AIA, is University Distinguished Professor of Architecture in the College of Architecture, Planning, and Landscape Architecture at the University of Arizona. Mary served as Interim Dean for CAPLA from 2016-2017, and Associate Dean for Academic and Faculty Affairs for CAPLA, from 2011 to 2016. She has held a concomitant position as a Professor of Architecture, specializing in design-build studios and the provision of affordable housing.

Mary C. Hardin, AIA, is University Distinguished Professor of Architecture in the College of Architecture, Planning, and Landscape Architecture at the University of Arizona. Mary served as Interim Dean for CAPLA from 2016-2017, and Associate Dean for Academic and Faculty Affairs for CAPLA, from 2011 to 2016. She has held a concomitant position as a Professor of Architecture, specializing in design-build studios and the provision of affordable housing.

Hardin has been a faculty member in CAPLA since 1997, and received her promotion from Associate to Full Professor in 2003. Her teaching included capstone studios, design-build studios and courses in the materials and methods of construction. Her research interests include affordable housing design, energy and water conserving technologies for affordable housing, and the adaptation of rammed earth production methods for low-cost housing. She is a registered architect and licensed residential contractor in Arizona.

Interim Dean Hardin obtained her undergraduate degree, a Bachelor of Liberal Arts with a Concentration in Architecture, and her professional degree, a Master of Architecture, at The University of Texas at Austin. She practiced architecture in Austin from 1983 to 1989, while also teaching in the School of Architecture at The University of Texas at Austin. In 1989, she relocated to Arizona and taught at Arizona State University as an Assistant and Associate Professor before joining the faculty at The University of Arizona. She served as Interim Director of the School of Architecture in 2010-11.

Hardin has received national awards for teaching, design-build project delivery, affordable housing policy initiatives and collaborative practice, as well as state AIA awards for her project designs. She was awarded the AIA Education Honors Award, a Learn and Serve Faculty Scholar Award, a UA Academy Teaching Award, as well as the ACSA Collaborative Practice Award in 2001 and 2011 for her integration of education, professional practice, and community constituents in her design-build studio projects. She also received the national SEED (Social Economic Environmental Design) Award for her series of design-build residences, and seven AIA Awards for those projects as well as private commissions. A National Urban Policy Initiative Award and a book award were also related to the design-build projects.

Mary Hardin is also the President of the Drachman Design-Build Coalition (DDBC), a 501(c)(3) non-profit organization formed for the purpose of involving faculty and students of CAPLA in design and construction projects that benefit the underserved population of Arizona. Incorporated in 2004, DDBC has a mission and history rooted in service learning and community outreach. Hardin has served on neighborhood design review boards since her arrival in Tucson, most recently joining the board in the Mercado District at the west end of the streetcar line. She is currently working with rising fifth year Architecture students on the design and construction of an affordable, energy efficient residence in the A-Mountain community.

Rashi Bhushan

Postdoctoral Research Associate

Dr Rashi Bhushan is a postdoctoral research associate in the Drachman Institute. She is currently working on Net Zero Urban Water for the Southwestern U.S., which aims at achieving a sustainable water future for the region. Her research is motivated by the impacts of climate change on freshwater availability and water resources systems operation. Her interests include hydrologic modeling, adaptive management of water infrastructures, systems analysis, and multi objective optimization. With her skills she intends to address problems related to freshwater scarcity, water access inequity, and water infrastructure management under climate uncertainty.

Prior to joining the University of Arizona, Rashi graduated with a Ph.D. from Hong Kong University of Science and Technology, and Master's from Pennsylvania State University, both focused on water resources. She also worked with an environmental consulting firm performing hydrologic and hydraulic modeling for developing floodplains for FEMA. In her free time, she loves to dance, travel and explore new cuisines.

Greg Veitch

Research Coordinator

Greg is a Research Coordinator for the Drachman Institute. He is currently working on designing equitable infill housing, masterplanning communities for sovereign Native nations, providing pre- and post-award research and administrative support, and packaging work for publication.

His interests and experience are in material research, urban infill, agricultural architecture, rural architecture, design-build project delivery, and design-research architectural design methodologies. He has a Master of Architecture from the University of Arizona. He has received various AIA awards, including the Henry Adams Medal and the Community Design Award.



Students work on an interdisciplinary energy efficiency project sponsored by a local architecture company.

Faculty Executive Committee

Laura Carr

Coordinator, Native Peoples Design Coalition (NPDC)
Senior Lecturer in Architecture

Laura Carr is a Senior Lecturer in the School of Architecture teaching in both studio and lectures courses in the areas of sustainable design, culturally responsive design, community outreach, building technologies and professional practice. Additionally, she currently serves as Chair of the Practice Stream, a member of the Drachman Institute Faculty Executive Board, is a Deans Equity and Inclusion Initiative (DEII) Fellow, and is a founding member of the Native Peoples Design Coalition (NPDC), UArizona partnership working with Tribal communities to plan and design the built environment for sustainability and resiliency. Laura has over 15 years experience in professional practice, beginning with her work as a Project Manager for the Drachman Institute (DI) in 2004. During her 4 years with DI, Laura coordinated affordable housing and sustainable community planning, research, design and engagement activities under two consecutive HUD Empowerment Zone improvement grants in Tucson, AZ. Additionally, Laura managed Drachman's Architecture Technical Assistance Program, funded through Cooperative Extension and the City of Tucson, providing technical assistance to neighborhoods, municipalities, and non-profit organizations for the development of master plans, neighborhood and zoning overlay plans, housing studies, improvement and infill initiatives. The Civano Demonstration Project, one of the research initiatives funded under this grant, post-evaluated the sustainable performance of different technologies, assemblies and strategies used in the Civano neighborhood. This research was applied to the design and construction of 5 homes in the Barrio San Antonio neighborhood built by the Drachman Design Build Coalition (DDBC), and continues to set precedent for affordable housing design in the southwest. Laura also provided education and design resources to Tribal communities receiving development funding from the Arizona Department of Housing. In 2007, Laura left Drachman Institute and designed residential projects for Taylor Design Build (TDB), and in 2011, became a project architect for Nelsen Partners, working in mixed use retail, office, and hospitality. Laura returned to teaching in 2017, and focuses her teaching efforts on cross disciplinary instruction and community outreach within the CAPLA and across the University.

Kristina Currans

Associate Professor of Urban Planning

Kristina Currans PhD studies the intersection between transportation and land use development. Although she was trained as a civil engineer, her work spans between the transportation planning and engineering disciplines. Currans' research and teaching emphasizes the rethinking and redeveloping new data and methods for applications in practice to help communities plan for the places they want.

Recent and on-going research projects include:

- Operationalizing the link between off-site parking supply and vehicle demand impacts for practice. While there is substantial work that acknowledges the link between parking and vehicle demand, few have provided quantitative links that support evaluation of new land use development. This two year project will incorporate an original data collection that will help cities in California (and elsewhere) draw the connection between parking requirements and vehicle impacts for

transportation impact analyses or environmental reviews [Parking Utilization and Site Level VMT Database (2019-2021, sponsor: Caltrans), PI. Currans; co-PIs: Chris McCahill and Nicole Iroz-Elardo].

- Shared electric scooter programs have disrupted small distance travel options in cities across the world, but little is understood about the safety and use of e-scooters on the ground. This project explores how e-scooters have integrated into traveler's behavior choices in terms of demand and how safely the vehicles are being used. This study is completed in partnership with the City of Tucson's pilot program efforts. [Scooting to a New Era in Active Transportation: Examining the Use and Safety of E-scooters (2019-2020, sponsor: National Institute of Transportation and Communities (NITC)), PI. Currans; co-PIs: Reid Ewing and Nicole Iroz-Elardo]
- The availability of transportation infrastructure impacts transportation choices (e.g., drive, walk, bike). While much is known about the relationship between bicycle infrastructure and shifting choices from vehicle use to bicycle use, this study aims to integrate this knowledge into regional transportation models and strategic planning tools (e.g., VisionEval). These tools allow cities to understand how varying levels of bicycling infrastructure investment might help them move toward their regional, city, and neighborhood transportation goals. [Incorporating Bicycle Activity and Vehicle Travel Reduction from Bicycle Infrastructure into Strategic Planning Tools (2020, sponsor: NITC and Oregon Department of Transportation), PI. Joseph Broad; co-PI: Currans]

Helen Erickson

Project Director, Heritage Conservation Program

Helen Erickson holds a Master of Landscape Architecture and a Graduate Certificate in Heritage Conservation from the University of Arizona. As an intern with Tucson Historic Preservation Foundation, she completed the conservation master plan and the draft National Register Nomination for the Eckbo-designed landscape at the Tucson Community Center. Other recent and current projects include landscape documentation and analysis at the Faraway Ranch Historic District in the Chiricahua National Monument, architectural assessment at Organ Pipe Cactus National Monument, and cultural landscape planning at the Fort Apache Historic District. Appointed to the Tucson-Pima County Historic Commission and Plans Review Subcommittee, Helen also chairs the Historic Landscapes Subcommittee. She is active in the Arizona Chapter of the Historic American Landscapes Survey and is a member of the national ASLA HALS Subcommittee. She holds a BA from Harvard University and an MMus from the Yale University School of Music, and spent the first part of her career as a performing arts teacher and administrator.

Kenneth J. Kokroko

Assistant Professor of Landscape Architecture

Kenneth J. Kokroko PLA ASLA is a landscape architect with unique experience leading a community-based planning and design process for park, open space and neighborhood planning projects. His research background in anthropology, environmental science and community development brings a fresh, holistic perspective to his design approach.

Through his work in community-based projects, Kenneth became passionate about meaningfully connecting people with the built environment to improve social and ecological outcomes. His multidisciplinary training and experience collaborating with community partners from diverse backgrounds have also informed his approach to implementing equitable and inclusive engagement, planning and design strategies for public open space development.

As a staunch advocate for racial and environmental justice in design, Kenneth's approach embodies a critique of historic design practices, and a vital redefinition of what design success means in a community context.

Oscar Lopez

Senior Lecturer in Architecture

Oscar Lopez graduated from Arizona State University with both his Undergraduate (2009) and Master's degree in Architecture (2012). During his time at ASU Oscar also received a minor in Religious Studies and Conflict. This area of study would later become the topic of his thesis and the winning proposal for a research travel grant (Class of '77 Travel Grant) that sent him to Northern Ireland to study conflict and living in contention and the mediating role of architecture and memory.

During his undergraduate career, Oscar traveled through Italy for 6-weeks studying the work of Italian architect Carlo Scarpa. During Oscar's undergraduate career, he interned in Barcelona for 3 months as a part of EMBT (Enric Miralles) and during his graduate career he mentored for 4 months under Juhani Pallasmaa during his tenure at Taliesin West (2012).

Upon graduation in 2012, Oscar worked for StarkJames Design+Build in Scottsdale Arizona, working on design & build projects of varied scale. It was during his time with StarkJames that Oscar practiced both in the field and in the studio, training as a master builder. Oscar then went on to work for Rick Joy Architects in Tucson, AZ. It was during his tenure at Rick Joy Architects that Oscar focused his training around materiality and experience, and how spaces and architecture are "lived in".

Oscar was a part of Rick Joy Architects for close to 3-years before he left to start his own design & build studio s p a c e BUREAU, focusing on projects in both Phoenix and in Tucson Arizona. Since founding s p a c e BUREAU in 2016 Oscar and his practice have received 8 AIA Awards for built projects on the local, state, and regional AIA level.

Oscar has also been a faculty member with the University of Arizona CAPLA since 2016, teaching 2nd year architecture studios and serving as AIAS Advisor, committee coordinator, and leading a 6-week Summer Study Abroad to Spain & Portugal during the Summer of 2018 studying the work of Pritzker Prize winning Architects.

Oscar is very invested as a part of AIA and is currently serving on the AIA Arizona Board, AIA Southern Arizona Board as acting Associates Director, AIA Western Mountain Region Conference Committee, AIA Arizona Communications Committee, AIA Western Mountain Region Emerging Professionals, and AIAS Advisor with the University of Arizona CAPLA. Currently, Oscar was Co-Chair for the 2019 AIA Arizona State Conference and was named the 2019 AIA Western Mountain Region Jason Pettigrew Scholar.

Eric D. Weber

Associate Professor of Architecture

Eric Weber is an associate professor of architecture and will assist Professor Mary Hardin in completing South Stadium Rowhouses 3+4 in Fall 2021. He is a registered architect in the State of Arizona.

Prior to joining CAPLA, Professor Weber served as coordinator of the David G. Howryla Design+Build Studio at the University of Nevada Las Vegas. He served as principal investigator for UNLV's entry in Solar Decathlon 2013, which finished second overall, first U.S. team. Recent design+build projects include the Sand Harbor State Park Box Office at Lake Tahoe, Nevada, an artist in residence facility in Springdale, Utah, and several interior installation projects. In 2019, Professor Weber returned to the Solar Decathlon as principal investigator for UNLV's entry in Solar Decathlon Build Challenge 2021; this team finished in third place. In addition to teaching the fourth-year/graduate design+build studio, Professor Weber has taught building technology courses and seminars on the conceptual/theoretical genesis for material selection and detailing, and a course on temporary installation design.

Before joining the faculty at UNLV, Professor Weber worked for noted Arizona architects Will Bruder (2000-2009) and Jones Studio (2009-10). While working for Will Bruder Architects, he was project manager for the Jarson House, which won AIA Arizona/Desert Living House of the Year in 2009. He also served as project manager for TAXI Mixed-Use, which won an AIA Arizona Honor award in 2008. Other notable projects included the Nevada Museum of Art, Hercules Public Library and several residences.

Professor Weber joined Jones Studio in 2009, where he served as a team member for the Mariposa Land Port of Entry, which later won an AIA National Institute Honor Award in 2016, as well as the GSA Design Excellence Program's Honor Award in Architecture.

Professor Weber's research interests include design+build pedagogy, the study of materials/tectonics as generators of architectural meaning, regionally responsive design and phenomenology in architecture. As he joins the faculty at CAPLA, Professor Weber looks forward to continuing to build on the School of Architecture's legacy of learning by doing. He believes every decision an architect makes has the opportunity to be a design decision. Construction decisions are design decisions, and the choices architects make have the potential to enrich design concepts. Design+Build is an ideal method for teaching students how compelling ideas can become memorable architecture through a rigorous, thoughtful inquiry into tectonic development. Good architects recognize and embrace this responsibility, and Professor Weber looks forward to the opportunity to help CAPLA's students to develop this ability.

Kenny Wong

Coordinator, Housing Equity Lab (HousEQ)

Lecturer in Sustainable Built Environments

Kenny Wong is a lecturer in the School of Landscape Architecture and Planning. He carries experience in the diverse facets of housing design and policy, with a concentration on affordable housing and community development. Driven by commitments to spatial and social justice, he has practiced as a housing advocate, multifamily designer, nonprofit developer, financial consultant, policy analyst and academic researcher between Southern California and the Oakland-East Bay Area. He was most recently the assistant director of design research at cityLAB, where his research explored connecting schools with housing development in the School Lands for Housing project and envisioned

future scenarios of housing for the California 100. Creative design research and collaborative multidisciplinary approaches are crucial to his investigative and problem-solving methods as a teaching collaborator and former student in the Urban Humanities Initiative.

Kenny is a graduate of the University of California, Los Angeles with a Master of Architecture from the School of Arts and Architecture and a Master of Urban and Regional Planning from the Luskin School of Public Affairs. He completed his Bachelor of Arts in Architecture at the University of California, Berkeley.

Diane E. Austin

Professor, Anthropology

Director, Anthropology

Research Anthropologist (BARA)

Diane Austin is an applied environmental anthropologist whose work focuses on community dynamics amid large-scale industrial activity and environmental change; alternative technologies and education to increase environmental, social, and community justice; and community-based, collaborative research and outreach. She spent seven years as a school teacher and has more than 25 years of experience managing large interdisciplinary and multiyear projects and developing and implementing collaborative research and outreach approaches in diverse communities in the United States and Mexico. She has developed and maintained long-term, multisectoral and community-based partnerships with Native American communities, U.S. and Mexican border communities, and communities along the U.S. Gulf of Mexico. She has served as an advisor to local, state, and tribal governments and consortia in the United States and Mexico; was a board member and chair of the Good Neighbor Environmental Board, the U.S. federal advisory dedicated to environmental infrastructure needs along the U.S.-Mexico border; and served the National Academies of Science, Engineering, and Medicine as a member of the Gulf Research Program Advisory Board. At the University of Arizona, she has coordinated the Bureau of Applied Research in Anthropology (BARA) internship program for almost three decades, developed BARA's post-baccalaureate program, and supported hundreds of students and emerging researchers. She has served as Director of the School of Anthropology since 2013 and has helped shepherd the unit and its undergraduate and graduate students, staff, and faculty through challenging circumstances. During the COVID-19 pandemic she also served the University as an invited member of the Pandemic Academic Coordination Committee. Austin was recognized as University Distinguished Outreach Professor in 2008 and Distinguished Director in 2023.

Kathleen C Insel

Professor, College of Nursing

Director, Strategic Initiative Innovations in Healthy Aging

Diane Austin is an applied environmental anthropologist whose work focuses on community dynamics amid large-scale industrial activity and environmental change; alternative technologies and education to increase environmental, social, and community justice; and community-based, collaborative research and outreach. She spent seven years as a school teacher and has more than 25 years of experience managing large interdisciplinary and multiyear projects and developing and implementing collaborative research and outreach approaches in diverse communities in the United States and Mexico. She has developed and maintained long-term, multisectoral and community-based partnerships with Native American communities, U.S. and Mexican border communities, and communities along the U.S. Gulf of Mexico. She has served as an advisor to local, state, and

tribal governments and consortia in the United States and Mexico; was a board member and chair of the Good Neighbor Environmental Board, the U.S. federal advisory dedicated to environmental infrastructure needs along the U.S.-Mexico border; and served the National Academies of Science, Engineering, and Medicine as a member of the Gulf Research Program Advisory Board. At the University of Arizona, she has coordinated the Bureau of Applied Research in Anthropology (BARA) internship program for almost three decades, developed BARA's post-baccalaureate program, and supported hundreds of students and emerging researchers. She has served as Director of the School of Anthropology since 2013 and has helped shepherd the unit and its undergraduate and graduate students, staff, and faculty through challenging circumstances. During the COVID-19 pandemic she also served the University as an invited member of the Pandemic Academic Coordination Committee. Austin was recognized as University Distinguished Outreach Professor in 2008 and Distinguished Director in 2023.

Appendix E

2018 - 2022 Summary

After the removal of state funding in 2015, the Drachman Institute went on hold in 2018 as plans were made to create a more sustainable budget model that did not depend on state funds. This continues to be a present question for the Institute.

Dr Barbara Bryson was the director of the Drachman Institute during this time, as well as being the CAPLA Associate Dean for Research. Under her directorship, project seed grants were given to faculty for projects that aligned with the Drachman outreach mission. Contacts were made with the City and County to identify project opportunities. Charters for the Faculty Executive Committee and Community Advisory Council for a new Drachman structure were also created. Though

largely dormant, the mission of the Drachman Institute to promote collaboration in outreach and research across the built environment was elevated through Dr Bryson's important work on the University of Arizona strategic plan and the creation of RESTRUCT. Finally, two task forces under CAPLA's strategic plan worked over 2018 to place the Drachman Institute and outreach efforts as one of the five pillars in CAPLA's strategic plan. These task forces also presented a set of possible business plans for Drachman to faculty and staff. Finally, though never submitted directly to the Office of Research Innovation and Impact for reauthorization, a self-study was created for Drachman Institute to document the years between 2012-2018, which included in this report as Appendix C.

Appendix F

2012 - 2018 Self-Study

Prepared by Drachman Institute Staff and Administration:

Kelly Eitzen-Smith, Ph.D.
Laura Jensen, MLA
Gina Chorover, MLA

Nancy Pollock-Ellwand, Ph.D.
Barbara Bryson, M.Ed.
Simon White, FCCA

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Appendix A - Drachman Institute History
Staff Bios: 2012 - 2018

Appendix B – CAPLA Faculty and Staff Survey Results
quantitative results
open-ended responses

Appendix C - Community Feedback and Survey Results
quantitative results
open-ended responses

Appendix D - Drachman Institute RFP Submittals



August 2018

College of Architecture, Planning, and Landscape Architecture
Drachman Institute
Program Review Self Study



1. Background

a. Mission Statement

Drachman Institute (DI) is the community-based research and outreach arm of the College of Architecture, Planning, and Landscape Architecture (CAPLA) dedicated to sustainable design and planning with a focus on communities in need. Since 1986, Drachman Institute has engaged students, staff, faculty, university collaborators and citizens as a multi-disciplinary collaborative striving to make our communities healthier, safer, beautiful as well as more equitable, vibrant and resilient.

b. Purpose

i. Describe academic, research, core facility, and/or engagement purpose.

Drachman Institute has built its reputation on providing professional services to a variety of community partners and clients. It serves as a nexus for research, teaching, and outreach projects between community needs and the College's expertise. Past work has focused on urban design, housing, and transportation affordability, as well as sustainable neighborhoods, community and regional planning issues, public health, and heritage conservation. Utilizing grant funding and research contracts, Drachman Institute has produced hundreds of projects by partnering with lower-income neighborhoods, school districts, community organizations, non-profit and private corporations, as well as local, state, federal, tribal, and international agencies.

This ethic of engagement creates a balance between academic education and research through the College's curricular programs and commitment to the community. This ethic has, in turn, generated a new breed of emerging professionals as well as a host of satisfied clients at the local, regional, national, and international levels who now seek out CAPLA students as employees.

ii. Describe how it supports the University's larger mission and goals.

Our work at the Drachman Institute directly supports the University's Mission to improve the prospects and enrich the lives of the people of Arizona and the world through education, research, and creative expression, as well as community and business partnerships. Our work also directly supports the University's goal of 100% engagement for students. Our students, while working on projects developed through the Drachman Institute, learn to apply the skills they have learned in the classroom to the grand challenges found in the built environment.

Drachman Institutes's commitment to engagement is based on a series of core values:

Service Learning – integrating community outreach projects into multi-disciplinary design and planning curricula;

Collaborative Partnerships – engaging local neighborhoods, non-profits, and municipalities, as well as state, tribal, federal and international agencies while preparing students for the professional workplace;

Community Impact – applying CAPLA's expertise in service to 21st century real-world community needs.

This commitment to engagement presents an opportunity to strike a balance between academic programming and research through the College. This Institute has helped foster graduates who are prepared to embrace complex built environment issues while satisfying the needs of community collaborators. These emerging designers and planners are recognized as effective young professionals sought out because of the work they did with the Drachman Institute.

iii. Describe the overall breadth of scholarly contributions including generation of knowledge, exemplary practice, or creative performance.

Community impact is a core value of Drachman Institute and can be measured by various criteria consistent with mission and goals of CAPLA and the University as well as a broad definition of communities we serve (College, University, neighborhoods, municipalities, agencies, clients, etc.). Drachman Institute's impact can be summarized by the following:

- A. The Drachman Institute is the dedicated community-based research unit of CAPLA. In the context of this report, *research* is defined as sponsored projects payable to the University (measured in funded dollars); *scholarship* is defined as the generation of new knowledge and application of expertise.
- B. From 2012 – 2018, The Drachman Institute has generated \$1,317,708 of external funds and produced 23 peer-reviewed research or technical reports. (See page 7 for a summary of projects 2012 – 2018.)
- C. The Drachman Institute is the primary outreach vehicle for CAPLA. We engage with multiple federal, state, and local agencies, as well as neighborhoods, and non-profits. We also work with both public and private sectors.
- D. From 2012 – 2018, Drachman Institute has engaged in projects across Arizona, six states, and three countries.
- E. The Drachman Institute has created long-lasting impacts through a range of projects as diverse as treeplanting, neighborhood beautification, traffic calming, and National Park Service publications on cultural resource management.
- F. The Drachman Institute is a significant employer of CAPLA students. We provide para-professional work experience to graduate and undergraduate students. From 2012 – 2018, Drachman Institute employed 62 students, representing all of CAPLA's academic programs.
- G. The Drachman Institute is a model of interdisciplinary activities. This is represented in the diversity of the teams we form on projects, our clientele, project scopes, permanent professional staff, faculty, and students we hire. (See page 7 for a summary of projects and funders 2012 – 2018.)
- H. The Drachman Institute is a demonstrated Built Environment leader in the communities we serve. We are trusted to facilitate participatory design processes, conduct research with integrity, create sustainable design solutions, engage students, faculty, and community partners, and to deliver quality products. This is measured by sustained commitments from clients and funding agencies, as well as

numerous national and international awards.

iv. Describe how the institute/center distinguishes itself from other university/college/department units.

The University of Arizona has more than 100 Centers and Institutes housed either in colleges or directly under the auspices of the Office of Research, Discovery & Innovation. The mission of these Centers and Institutes varies from a sole focus on interdisciplinary research, to technology transfer and corporate partnerships, and student training and public education. The mission of the Drachman Institute is unique among these Centers in its historical focus of bringing University expertise through the work of students and faculty to solve real world problems within the built environment. CAPLA's studio-based curriculum, facilitated by the Center, creates opportunities for students to engage directly with community partners, which serves the public interest and provides valuable experience for students. There is no other Institute or Center at the University of Arizona with this focus.

v. Describe how it distinguishes itself as one of the top institutes/centers in the country.

The Drachman Institute has a reputation for producing quality research and outreach projects all over the state of Arizona, including projects in tribal communities. Since its inception, the Drachman researchers, students, and other stakeholders have completed hundreds of community outreach projects, including neighborhood master plans, affordable housing designs, open space and community park plans, community gardens, and others. Furthermore, in the last twenty years, the Institute has brought in more than \$5.7 million in research grants and contracts to the University. For a detailed look at this history, see Appendix A.

Service learning is a core value of the Drachman Institute integrating community outreach projects into the design curricula with the goal of preparing CAPLA students for the professional workplace. Incorporating community service as a method of learning provides students real-world experience including research, field-based instruction, participatory planning and design, community presentations, and peer-reviewed publications.

In addition, the integrated service-learning method of knowledge transfer supported by the College's curricula (e.g. courses in Heritage Conservation, Design-Build, and Sustainable Cities), and Drachman Institute's structure for project management and delivery, has created a successful model of student engagement.

In addition to research and outreach projects, Drachman Institute has also incorporated public education in its work. Community presentations and workshops on affordable housing, community land trusts, green affordable housing, employer-assisted housing, and a three-part transit-speaker series on transit-oriented development has been provided to the public in the last 10 years. Since 2009, the Drachman Institute has provided preservation workshops for National Park Service employees and expanded internationally to include their sister organizations in Mexico. Our international historic preservation work has also expanded into Chile, Iraq, Afghanistan, and Saudi Arabia.

Through its pillars of service learning, collaborative partnerships, and community impact, the Drachman Institute distinguishes itself as a top institute in the country by providing a valuable service to our students, our College, our University, our local community, and beyond.

Quotes from students and the community:

"The experience of working with real clients, learning from knowledgeable staff, having a flexible schedule, and working on exciting and real community-based and meaningful design was invaluable to me as an architecture student."

"The Drachman Institute has been a valued part of the community for years providing an outside view into housing issues and offering insight into organizational development like no

other entity in the area.”

“Work done by Drachman filled a void in the community for projects that neighborhoods could not afford to hire a consultant; provided students with real projects in the community to work on; provided opportunities for students to work with other students in other majors, working in multi-disciplinary teams; provided visible outreach to the community; highlighted historic nature of urban development and brought historic elements of the community to the forefront.”

c. Administrative Structure

In the past few years, Drachman Institute has undergone several prominent structural changes. Prior to 2016, the administrative structure of the Drachman Institute included Director R. Brooks Jeffery, Associate Director Marilyn Robinson, three Project Coordinators, and the affiliated Drachman Design Build Coalition with President Mary Hardin, and affiliated Sustainable City Project with Director Linda Samuels. In effect, the structure of DI was a “Center of Centers.”

Each unit/center operated independently, with separate staff and in separate physical spaces. Changes to the administrative structure of the Drachman Institute began in December 2014, when Associate Director Marilyn Robinson retired. In Fall 2015, Linda Samuels took a new position at Washington University in St. Louis, and the Sustainable City Project folded. Shortly thereafter, the Drachman Institute consolidated its staff and resources into one location, the Smith House, with the Director and three project coordinators. In 2016, the outgoing Dean of the College did not renew Jeffery’s contract as Director of the Drachman Institute, and he took another position in the Office of Research and Discovery.

Currently without a director, and a new CAPLA Dean recently hired (September, 2017), the Drachman Institute has been on a hiatus. However, the Drachman Institute continues to be recognized as a highly valued center of community-based scholarship for the College. Therefore, this self-study is very timely, serving is to summarize the legacy of the Drachman Institute and to provide information that will be useful in planning the future direction of the Institute’s activities and organizational structure. The Drachman Institute 2.0 will also be well-positioned within the new CAPLA Strategic Plan 2018- 2023 which will be completed and launched in the Fall of 2018.

For current and former staff bios, please see page 21 in Appendix A.\

Heritage Conservation (2009-2016)
R Brooks Jeffery, Drachman Institute Director
Physical location: Smith House

Heritage Conservation advances the conservation of our existing built environment as part of a comprehensive College commitment to environmental, cultural, and economic sustainability. This unit integrated funded outreach projects with CAPLA’s multi-disciplinary Heritage Conservation graduate certificate program using service-learning as a primary method of knowledge transfer conducting numerous surveys of historic resources, historic building assessments, cultural landscape inventories, treatment recommendations, materials conservation training, new schematic design projects in historic contexts, and energy audits on historic buildings.

Drachman Design Build Coalition (DDBC President), 501 (c)(3) (1996-present)

Mary Hardin

Physical location: CAPLA

Directed by Mary Hardin, Drachman Design-Build Coalition is a non-profit entity with a general contractor's license that produces prototypes of energy-efficient, low-cost dwellings. Each prototype is permitted as a model residence that showcases building strategies intended for direct use throughout the community and by other non-profit and for-profit home builders.

Nine design-build projects have been completed since 1996, with the *DDBC Residence 1* winning design and teaching awards from the American Institute of Architects (AIA) and the Association of Collegiate Schools of Architecture (ACSA), respectively.

Community Outreach Partnership Center (2003-2015)

Marilyn Robinson, Drachman Institute Associate Director

Physical location: UA Downtown

Uniting the disciplines of architecture, planning, and landscape architecture, the Drachman Institute's Community Outreach Partnership Center had provided assistance to neighborhoods, small towns, cities, and native peoples around the State of Arizona. In 2003, the U.S. Department of Housing's Urban Development Office of University Partnerships awarded the Drachman Institute the first of two consecutive three-year grants establishing the Community Outreach Partnership Center and the Building Healthy Neighborhoods Initiative. The Center's work had been particularly geared towards housing and transportation affordability, community and neighborhood planning, and planning and design for native peoples.

Sustainable City Project (2012-2015)

Linda Samuels, SCP Director

Physical location: UA Downtown

Sustainable City Project was an interdisciplinary collaboration between the UA's Institute of the Environment (IE), College of Architecture, Planning, and Landscape Architecture (CAPLA), and the College of Social and Behavioral Sciences (SBS), that focused on issues of sustainable urban development and livable cities through education, outreach, and research. Part think tank, part urban design studio, part community forum, the project developed community-based solutions to complex urban challenges, including renewable energy, climate change, economic development, affordable housing, multi-modal transportation, water management, public health, as well as ecosystem and heritage conservation.

The Sustainable City Project, under the direction of Linda Samuels, was based at UA Downtown where UA faculty members and students could connect with city officials and staff, community leaders and project developers for dialogue, vision, analysis and development of sustainable scenarios for the future.

d. Facilities and Equipment

In order to conduct field work and site analysis, The Drachman Institute has an array of drafting and surveying tools and equipment, including 50' measuring tapes and open reel rulers, hard hats and safety equipment, digital cameras, and two iPads loaded with GIS software.

The Drachman Institute is integrated into the CAPLA facilities with a library kept within the Drachman conference room. The DDBC is located at the Smith House, 1195 E. Speedway Boulevard, on the second floor.

Shared conference areas are also available to the DDBC for meetings.

e. Major Accomplishments

Since its inception, Drachman Institute has conducted hundreds of projects all over the state of Arizona, brought in millions of dollars to the University, and employed hundreds of students, giving them a valuable, real-world, professional experience. In the past five years, we are most proud of the following projects:

1. Affordable and Mixed-Income Housing in Transit Oriented Development for Eastern Pima County, Arizona, (for Arizona Department of Housing, 2014): With the assistance of students from all three disciplines, DI compiled information and data on existing conditions and any existing plans in High Capacity Transit (HCT) corridors that link the five major jurisdictions in Eastern Pima County, with specific focus on potential future transit station areas. We provided information to assist those jurisdictions in planning for potential development with mixed-income housing along future transit corridors, and created reports for public use. A project completed for Maricopa County in 2012 had a similar focus, in which we assisted the Arizona Department of Housing (ADOH) in developing and facilitating a public education campaign for “Sustainable Communities” and “Transit Oriented Development.” The project focused on half-mile areas around eight stations on the Valley Metro light rail line in the cities of Phoenix, Tempe, and Mesa, as target areas for the development of this education campaign. Our work has informed the issues of affordable housing and transit needs in these communities.
2. Tucson Talks Transit (2014): The Drachman Institute was a proud sponsor of Tucson Talks Transit, a speaker series that brought transit experts to Tucson to discuss issues surrounding transit oriented development and housing. Speakers included Brian Swanton (Gorman & Co.), Eric Brown (Artisan Homes), Ron Schwabe (Peach Properties), Tim Sprague (Habitat Metro), and Jarrett Walker. Mr. Walker has continued to work with the Pima Association of Governments to develop a vision for future transit development in the Tucson region.
3. NSP2: Volumes I–IV (for Pima County, 2012): We assisted Pima county in their efforts to stabilize neighborhoods after the foreclosure crisis. Students conducted windshield surveys and visual assessments of 12 neighborhoods and 4 commercial corridors hard-hit by the crisis. We employed more than a dozen students from all three disciplines who worked to create reports for public use. The project gave students valuable training in data collection, mapping, and property research while providing a service to the neighborhoods and Pima County in their planning efforts.
4. Telemedicine Project (for the Arizona Telemedicine Program, 2013): Building on research completed by the Drachman institute with funding from the Native People’s Technical Assistance Office, Drachman developed an architectural program to serve as the basis for the design of a telemedicine facility on tribal land. An architecture student, working under the supervision of Drachman staff and a registered architect, determined the programmatic requirements for such a facility through research and contact with the client, and created a range of conceptual designs that were included in a final report.
5. Heritage Conservation work: From 2012 – 2018, DI’s work in heritage conservation has brought in \$752,142.13 in project funding. These projects include many for the National Park Service, including Cultural Landscape Inventories, built environment assessments, and a range of other projects related to architectural cultural resources within the National Park system. Annually, Drachman has coordinated and participated in the Taller Internacional de Conservación y Restauración de Arquitectura de Tierra, or TICRAT workshop, which is generally held in the United States and Mexico in alternating years. This event brings together Mexican and American master crafts-people, teachers, students, and other participants to conduct hands-on workshops on adobe construction, building assessment, and preservation treatment. Drachman has also worked internationally, including heritage conservation projects in Iraq and Afghanistan. The Heritage Conservation

Graduate Certificate program attracts students from all three disciplines within the College as well as some from related disciplines including archaeology and anthropology.

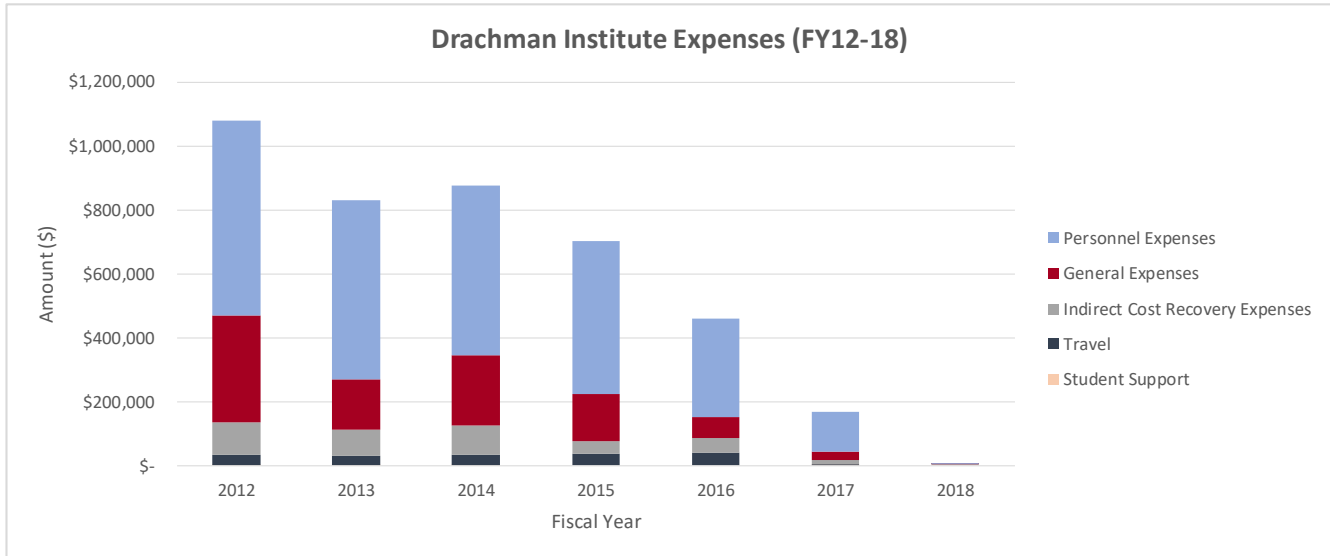
f. External Funding Activities

i. List of funded projects and research activities

Total Award Amount	Sponsor Name	Award Title	Start Date	End Date
Suzanne Bott, PI				
\$192,891.07	United States Department of State	To support the organization of two one-week workshops for Iraqi heritage conservation professionals in archaeological collections and inventory.	09/10/2013	06/30/2014
R Brooks Jeffery, PI				
\$3,000.00	National Park Service	Document, Assess, Stabilize and Repair Cultural Resources Impacted by Border Activities, Part 2 - Armenta Ranch and Gachado Line Camp (UAZDS-373)	10/01/2011	07/01/2012
\$37,222.00	National Park Service	Preservation of Sacristy Barrel Vault/Roof at San Jose de Tumacacori, Tumacacori Mission Unit, Tumacacori NHP (UAZDS-385)	08/15/2012	12/15/2013
\$28,943.75	National Park Service	Preservation of the Mission Acequia and Compuerta/Lavandaria Structure	07/01/2012	12/01/2013
\$76,489.00	National Park Service	Preservation of Spanish Colonial Resources Through International Cooperation and Partnerships, TICRAT Preservation Workshops 2013-2015	06/01/2012	06/01/2017
\$19,779.46	National Park Service	Develop a Climate Change Vulnerability & Risk Assessment Framework for Cultural Resources in the IMR Vanishing Treasures Program- Phase 1: (UAZDS-397)	07/31/2012	01/31/2014
\$11,881.51	National Park Service	Cooperative Program on Spanish Colonial Missions	08/01/2013	06/30/2014
\$14,678.00	National Park Service	Condition Assessment and Evaluation of the Interior of Mission San Jose de Tumacacori (UAZDS-410)	07/01/2014	01/15/2016
\$102,630.00	National Park Service	Professional Education Program for Afghan Cultural Heritage Conservation (UAZDS-423)	05/01/2014	06/30/2017
\$6,490.88	National Park Service	Sister Park Youth Engagement Project (UAZDS-422)	08/01/2014	06/30/2015
\$109,250.00	National Park Service	Develop an Historic Ecclesiastical Landscape Study (UAZDS-420)	07/30/2014	05/31/2016
\$11,361.00	City of Tucson, Arizona	Tucson Convention Center- Eckbo Landscape Condition Assessment Project	01/12/2015	08/31/2015

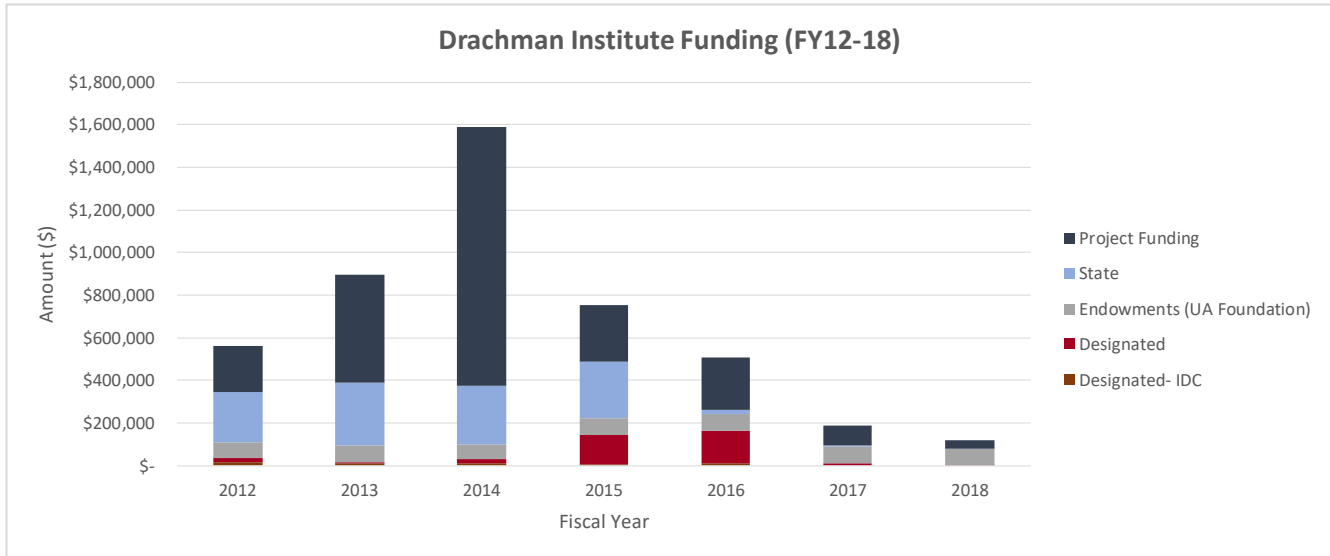
Total Award Amount	Sponsor Name	Award Title	Start Date	End Date
\$90,000.00	National Park Service	Documentation and Condition Assessment at Compound A, Casa Grande Ruins National Monument	07/01/2015	07/01/2016
\$12,500.00	National Park Service	Linking Hispanic Heritage Through Archeology (UAZDS-445)	09/30/2015	12/31/2016
\$10,657.00	National Park Service	Southwest Border Resource Protection Program	01/01/2016	06/30/2016
Allison Kennedy, PI				
\$34,023.00	National Park Service	Document, Assess, Stabilize and Repair Cultural Resources Impacted By Border Activities, Part 4- Levy's Store at Victoria Historic Mining District	07/01/2011	06/30/2013
\$27,673.53	National Park Service	Prepare a Multi-Park Collections Management Plan and Operations General Agreement(s) for Keweenaw National Historical Park, Apostles Islands	06/01/2011	06/30/2012
\$28,000.00	Bureau of Land Management	Historic American Building Survey (HABS) Documentation Student Training	08/15/2011	08/31/2016
\$127,563.00	National Park Service	Architectural Condition Assessments & Emergency Repairs of 7 Historic Sites	07/01/2012	06/30/2014
Marilyn Robinson, PI				
\$43,975.00	Town of Marana, Arizona	Development and Creation of a Master Concept Site Plan for Town of Marana Heritage River Park	06/19/2012	12/31/2012
\$156,889.98	Pima County, Arizona	Project Evaluation Services - Neighborhood Stabilization Program 2	07/01/2012	12/31/2012
\$159,368.00	Arizona Department of Housing	Affordable and Mixed-Income Housing in Transit Oriented Development for Eastern Pima County, Arizona	08/19/2013	07/15/2014
Linda Samuels, PI				
\$12,441.61	Arizona State University	I-11 Super Corridor Project	01/31/2014	12/31/2014

ii. Expenditures by fiscal year



Expense Category	Fiscal Year							TOTAL
	2012	2013	2014	2015	2016	2017	2018	
Personnel Expenses	\$611,651	\$560,449	\$532,499	\$480,240	\$309,408	\$124,690	\$2,176	\$2,621,113
General Expenses	\$334,477	\$156,241	\$219,767	\$145,852	\$66,602	\$27,150	\$400	\$950,489
Indirect Cost Recovery Expenses	\$101,162	\$83,403	\$91,658	\$38,424	\$44,987	\$13,163	\$16	\$372,814
Travel	\$31,435	\$28,170	\$33,111	\$38,199	\$39,378	\$2,427	\$510	\$173,230
Student Support	\$1,207	\$500	\$500	\$-	\$-	\$525	\$3,000	\$5,732
TOTAL	\$1,079,932	\$828,763	\$877,535	\$702,715	\$460,376	\$167,956	\$6,103	\$4,123,379

g. Budget



Fund Group Name	Fiscal Year							
	2012	2013	2014	2015	2016	2017	2018	TOTAL
Project Funding	\$215,076	\$510,012	\$1,215,546	\$267,305	\$244,511	\$92,354	\$42,436	\$2,493,039
State	\$238,022	\$292,522	\$275,185	\$268,080	\$20,516	\$2,705	\$1,141	\$1,097,031
Endowments (UA Foundation)*	\$73,862	\$76,826	\$72,017	\$76,701	\$80,427	\$79,467	\$77,670	\$419,566
Designated	\$22,015	\$5,157	\$19,489	\$137,019	\$153,374	\$11,133	\$73	\$339,577
Designated- IDC	\$13,581	\$12,763	\$8,627	\$6,328	\$8,915	\$-	\$-	\$50,213
TOTAL	\$562,555	\$897,280	\$1,590,864	\$755,433	\$507,743	\$185,659	\$121,319	\$4,399,425

*The Endowment funding came from the following UA Foundation principal accounts:

Account Name	Balance
Drachman Institute - Davis	\$45,164.00
Drachman Institute - Koebel	\$10,044 .00
Price Family/Drachman Inst	\$1,296,867.00
Drachman, Albert Memorial Grad Teaching	\$74,198 .00
Drachman Institute Support	\$69,331.00
Drachman, Roy P. Fellows Endowment	\$59,616.00



2. Accomplishments in the Past Performance Period

a. Goals, Metrics, Actions, & Outcomes

Goal 1: The Drachman Institute views its primary goal as the *mobilization of human and capital resources* of the College of Architecture, Planning, and Landscape Architecture in professional-quality service and outreach to the people of Tucson, Pima County, the State of Arizona, the Nation, and the world. The Institute provides a setting in which students, faculty, and staff can bring their considerable professional architectural, landscape architectural, housing design, community design and community planning skills, experience and expertise to serve the environmental design needs of our various communities.

Metric: The number of projects completed will come from a variety of locations across the state; the students involved reflect the interdisciplinary nature of the projects; the project reports reflect professional quality.

Action 1: Projects were secured in locations throughout the state and internationally.
 Action 2: Students were hired from Architecture, Planning, and Landscape Architecture to work on projects.
 Action 3: Project reports were upheld to a high quality standard.

Successes/Outcomes: From 2012 – 2017 Drachman completed more than two dozen projects and employed more than 40 students from all three disciplines within the College, as well as students from related disciplines such as public health and anthropology.

Goal 2: Use the Drachman Institute as a service-learning laboratory of the College of Architecture and Landscape Architecture. Integrate this service-learning as a positive and productive element of the curriculum of the various CAPLA programs and of the professional development of CAPLA students. Provide a rich professional service-learning experience for students as a means for them to understand, through their service, the extent of the skills that they have acquired and the value that those skills have in the community.

Metric: The number of students employed and the types of skills gained through projects will demonstrate successful service learning.

Action 1: Students were hired to work on a variety of projects requiring a wide range of skills.
 Action 2: Students were given the opportunity to work directly with community partners.
 Action 3: Students contributed to final reports, including mapping and graphics when applicable.

Successes/Outcomes: More than 40 students were employed in the last five years, gaining valuable skills such as: GIS, data collection, quantitative and qualitative research, report writing, working with community partners, working in interdisciplinary teams, graphic design and visual communication.

Goal 3: Use the Drachman Institute as a research center of the College of Architecture and Landscape Architecture. Undertake projects, studies, reports and other research that moves the community design professions forward with new ideas, new techniques, new knowledge, and innovative approaches to the critical community design problems of our time.

Metric: In addition to outreach projects, the Institute will complete a number of research projects that benefit the community.

<p>Action 1: Research project grants were pursued from the city, county, and state governments.</p> <p>Action 2: Research project grants were pursued from the National Park Service</p> <p>Action 3: Research project grants were pursued from the Center for Disease Control</p> <p>Action 4: Partnerships were made to apply for research grant funding</p>	<p>Successes/Outcomes: From 2012 – 2017, Drachman Institute has generated \$1,317,708 of external funds and produced 23 peer-reviewed research or technical reports. (See page 7 for a summary of projects 2012 – 2018.)</p>
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Goal 4: Develop the Drachman Institute into a *flagship outreach/research center* that enhances the perception of the University of Arizona as:

- a responsible partner to its adjacent neighborhoods
- a contributor to the resolution of the critical community development issues of its greater Tucson community
- a source of expertise, service, and innovation statewide
- and a major national source for progressive forms of community outreach.

Metrics: The Drachman Institute will engage a number of community partners; will produce public reports/research for community use; will conduct local and national outreach and service-learning projects done in conjunction with academic programs; will give educational workshops or presentations.

<p>Action 1: DI partnered with numerous community entities.</p> <p>Action 2: DI produced reports/research for public benefit and use.</p> <p>Action 3: DI expanded its reach of community engagement globally through Heritage Conservation work.</p> <p>Action 4: DI provided a series of public presentations.</p> <p>Action 5: DI provided data and survey design consultation to nonprofits and the Mayor's office.</p>	<p>Successes/Outcomes: From 2012 – 2018, The Drachman Institute has implemented projects across Arizona, in six states, and three countries. Drachman has created long-lasting impacts through a range of projects, as diverse as tree planting, neighborhood beautification, and traffic calming projects which provide financial and quality of life benefits to the local community, to publications for the National Park service that expand the base of knowledge about the Nation's federally managed cultural resources.</p>
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b. Challenges and Lessons Learned

Over the past five years, The Drachman Institute has faced numerous challenges related to funding, administrative support, and physical isolation between the individual units as well as from the larger College. For a time, The Drachman Institute was split between three places: 819 E First Street, UA Downtown (44 N Stone Ave), and the Smith House. This decentralization within Drachman ended up discouraging and Drachman collaboration and communication to and from the College. These issues were remedied when staff consolidated at the Smith House, in 2015. In earlier years, faculty were actively engaged with DI, using Drachman projects in class studios or as research projects. Going forward, this connection needs to be re-established in order for the Drachman Institute to remain viable, ideally with multiple involved faculty members engaged with Drachman projects.

Another major challenge was funding shortfalls. When CAPLA was faced with a large state budget cut in 2014, the College focused its efforts on academic units and consequently reduced Drachman's share of state funding to zero. The complete loss of state funding meant that DI staff were paid solely on project future funding was

based on the success of securing further research projects. This financial model proved to be unsustainable. Moving forward therefore a sustainable funding framework will need to be developed and employed. Planning for this funding security will be part of the the Drachman Institute strategic planning that will be taking place in the coming months.

In order for the Drachman Institute to be viable, financial costs that must be anticipated include provisions for basic operational expenses, grant writing, development work, and other delivery of services to the community. There is also a need to seek additional donors to enhance the Drachman Institute endowment portfolio.



3. Strategy for Success in the Next Performance Period

- a. State the major goals for the next five years. Include how these goals relate to the past outcomes of the institute/center and the opportunities ahead.

The College's major goal is to determine the direction and sustained future of the Drachman Institute in keeping with its rich legacy of serving the larger community. Drachman can be the deal vehicle to deliver service-learning and outreach opportunities to our students. In order to do this, we must increase sustainable funding, through a financial model that may include philanthropic donations, research contracts and financial commitment from the College or University.

- b. Describe the strategies, tactics, actions, and barriers to achieve these goals.

In 2016, current Drachman Institute staff initiated a Drachman revisioning process in the College. They presented the history of the Drachman Institute to faculty and staff in October 2016. After the presentation, faculty and staff were emailed a feedback survey, asking questions about interest in the Drachman Institute and the priorities of the College (see Appendix B). DI staff then sent an email out to 197 community members, including all neighborhood association presidents in the City of Tucson, government officials, for-profit, and non-profit partners, and several former Drachman employees (see Appendix C). Feedback from both surveys indicates overwhelming support for the continuation of the Drachman Institute.

In January 2017, a request was sent to College staff and faculty requesting ideas about the future structure of the Drachman Institute (see Appendix D). All of these materials were packaged and presented to the newly hired Dean in the fall of 2017.

Because of recent transitions at the Drachman Institute, there are several current and pressing goals which are essential to its future. These include: finding and hiring a new Executive Director, reassessing the role of Drachman within CAPLA, determining a viable funding structure, finding people critical to the operation, and finally setting this renewed structure into motion. These decisions will be informed by a working group that will be established in the College, Fall 2018. The Drachman Institute 2.0 will also be defined in the coming months through further consultation and alignments with the new CAPLA, and University, strategic plans. The operational side of this effort will be led by the Dean with the end goal of having a viable community-based scholarship center complemented by both the research and teaching in the College of Architecture, Planning and Landscape Architecture.

- c. Describe the major opportunities in federal agency, industry, and philanthropic funding in the next five years to expand research and engagement in the areas related to the core mission of the institute/center.

The major opportunities will be concentrated in three areas of base College funding, research contract overhead and philanthropic sources. In general, past funding sources for Drachman research and community

outreach projects have come from the National Science Foundation, National Institute for Transportation and Communities, National Institutes of Health, National Academy of Sciences, National Endowment for the Humanities, U.S. Department of Housing and Urban Development, Department of Transportation, Arizona Department of Housing, Environmental Protection Agency, Graham Foundation, National Oceanic and Atmospheric Administration, Water Environment Research Foundation, and National Park Service. These sources plus expanded list of funders will be actively explored in the coming period.

d. Describe the opportunities for federal agency, industry, and philanthropic funding aligned with the mission of the institute/center for which its faculty/members are unable to currently compete successfully. List 2-3 steps that could be taken by UA leadership in colleges, departments, or centrally (i.e. ORD, Provost's Office) that would enable success.

The funding from several federal agencies who deal with environmental and heritage protection and management are now in question given the potential shifts that the current governmental agencies are reported to be exploring. The solution to this situation is to more actively pursue research partnerships with both private and non-profit bodies. These collaborations will also have the benefit of connecting the Drachman and College more strongly to both community and industry. These relationships will be forged through the efforts of the Dean and her administrative staff with welcomed reinforcement from both the Provost's office, and the Office of Research, Discovery and Innovation.

To that same end a series of 'brown bag lunches' are now being planned in the College where researchers from across the University and community are being invited to the College to present their work alongside researchers in CAPLA. This is to encourage networking and potential future collaborations that could be administered through the Drachman as community-based initiatives.

Another challenge for the Drachman Institute, which has been a focus of activity, is the desire to increase the level of community-based scholarship in the College. Several initiatives have been put in place with the assistance of the Associate Dean Research and Academic Affairs (arriving 2016) with the College. The efforts to support increased research intensity across the College also support the community-based scholarship of the Drachman Institute. These efforts include an agreement signed July, 2017, with the College of Engineering to acquire services from their grant writing and research administration team. This has proved to be a productive collaboration. In addition, to that a number of research workshops have been instigated to help the faculty better understand. Finally, there are the as yet fully articulated opportunities that will emerge from the University as it more fully defines its Research Pillars. The one which has recently emerged around the Built Environment is proving to be among the most compelling.

Conclusion:

In conclusion, it is very important to reinforce that community-based scholarship goes to the heart of the professions we encompass in the College. Architecture, Planning and Landscape Architecture are fields that have theoretical foundations but applied research is also a major area of intellectual exploration. Institute is an asset for the College that must be sustained and expanded. If a Drachman did not exist, then we would certainly be trying to figure out how to create one. There are many dimensions to the Institute's appeal and power: creating rich student learning experiences with involvement on current community projects; advancing best practice in the built environment through the execution of design-build prototypes and planning documents; and providing an interdisciplinary forum for students, faculty and community members to join in collaborative initiatives. This Institute goes to the heart of a land-grant University's mission and one that will continue to contribute to the University's dedication to community, innovation, and collaboration across sectors and disciplines.

**Drachman Institute
Program Review Self Study
2012-2018**

Drachman Institute History



Founding

The Roy P. Drachman Institute for Land and Regional Development Studies (DI) was founded by Roy P. Drachman and Sol Price in 1986. It was originally housed, along with Planning, in the Department of Geography and Regional Development (now The School of Geography and Development, in the College of Social and Behavioral Sciences) under Director Larry Mann (1986-1990). Roy P. Drachman was the co-owner of the Roy Drachman Realty Company and was a very prominent Tucson figure. He played a major role in bringing Hughes Aircraft (now Raytheon) and major league baseball spring training to Tucson and also donated substantially to the University of Arizona.



Roy P. Drachman 1906-2002



Sol Price 1916-2009

Sol Price, the Founder of Price Club (Costco), was committed to social justice and reducing poverty and invested in philanthropic efforts to support those in need, including major urban development initiatives.

Originally, DI reported annually to a Policy Advisory Board which had 11 members appointed by the President of the University, including Roy P. Drachman. The Advisory Board disbanded in 2004 with a change of Directorship and death of Roy Drachman in 2002.

Organizational History

As directorships changed over the past 30 years, Drachman Institute has experienced shifts in focus and mission. However, the core values of community outreach and public service and providing real-world projects and research experience for students have endured. In 1990, Drachman Institute left its original home in the School of Geography and Development and joined the College of Architecture along with the Planning program. Sandra Rosenbloom became the director at this time.



Director: Sandra Rosenbloom, Ph.D. (1990-2003)

Location: 819 E First Street
Primary Research Interest: Transportation

Staff in 2000:

Sandra Rosenbloom
Director

Barbara Becker
Associate Director for Outreach

Corky Poster
Associate Director for Community Development

Administrative Assistant

Business Manager

Computer Manager (1/2 time)

Program Coordinator

Research Specialist

Statistical Analyst (1/2 time)

Thirteen student workers

Drachman Mission

During Dr. Rosenbloom's tenure as Director, Drachman's mission was the following:

- To identify emerging questions and monitor controversial issues in planning and community development
- To serve as a source of comprehensive, unbiased information on important planning questions
- To provide forums at which public and private decision makers with divergent views can air and clarify

contentious issues

- To directly involve students from many disciplines in the activities of the Institute, encouraging them to choose careers in planning, urban design, and community development

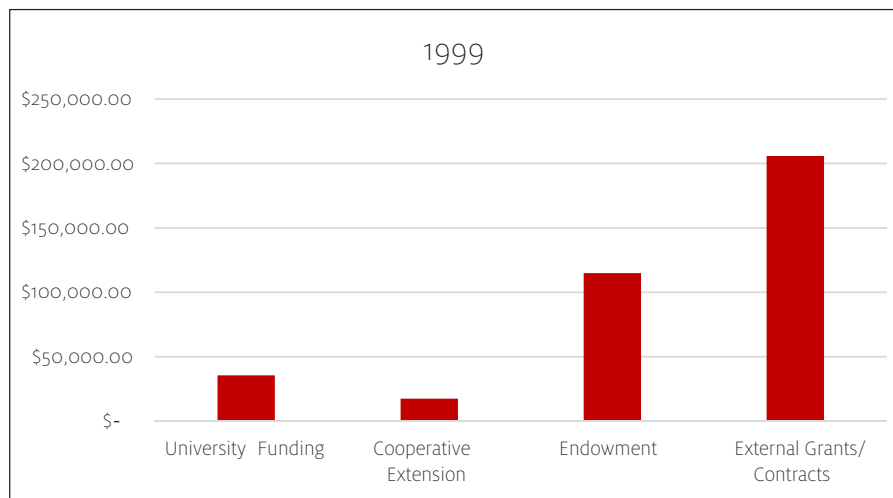
Goals and Objectives

- Committed to excellence in outreach and public service, instruction, and research in land use and transportation planning, housing, community design, and economic and community development.

Funding Sources

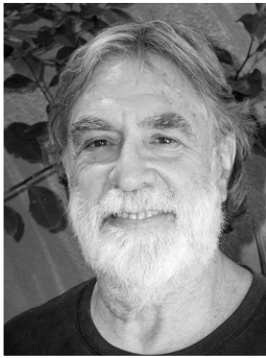
In 1992, Sol Price gave \$1.1 million in Price Club stock for an endowment that would fund student learning experience in the areas of real estate and development. At this time, funding also came from the University of Arizona's Cooperative Extension (CE), College faculty salary contributions, as well as research grants and contracts.

From 1990-1998 CE directly funded a portion of the salaries of some DI staff, and by 2000, was primarily funding public service projects that Institute staff conducted through the College's Community Planning and Design Workshop (CPDW). Faculty salaries were either covered by CAPLA, DI, or through grants/contracts. DI also asked clients to pay for supplies, student and faculty travel, and printing and publication, usually in the \$2,000-\$5,000 range.



Research and Projects

Between 1995 and 2003, DI completed approximately 122 community outreach projects, mostly under the direction of Associate Director Corky Poster through CPDW and Cooperative Extension funding. Between 1995-1999, DI obtained more than \$293,000 in public service contracts. In addition to the outreach projects, between 1995-1999, DI received almost \$1.1 million in research contracts through Dr. Rosenbloom and her work on land use and transportation issues.



Director: Corky Poster, RA, AICP (2004-2009)

Location: 819 E First Street and the old Architecture Library at 1040 N Olive Rd.

Primary Research Interests: Affordable Housing and Community Development

Staff in 2008

Corky Poster Director	Marilyn Robinson Associate Director
4 full-time soft money professional staff	2 part-time soft-money professional staff
3 Associated Faculty members	9 Soft-money or volunteer associated Faculty
Fourteen paid student staff	
46 Associated students working on Capstone, Masters Reports, or Classwork	

Dr. Rosenbloom stepped down as director in December 2003, when the Planning program moved from the College back to the Department of Geography and Regional Development. Corky assumed the directorship after having been the Associate Director for several years. In addition to being a Registered Architect and Certified Planner (AICP), Corky also held the title of University Distinguished Professor of Outreach, was a Professor of Architecture, an adjunct Professor in Planning (Geography - SBS), and an affiliate of the Latin American Center (SBS).

Drachman Mission

During Corky’s tenure as Director, the mission statement was as follows:

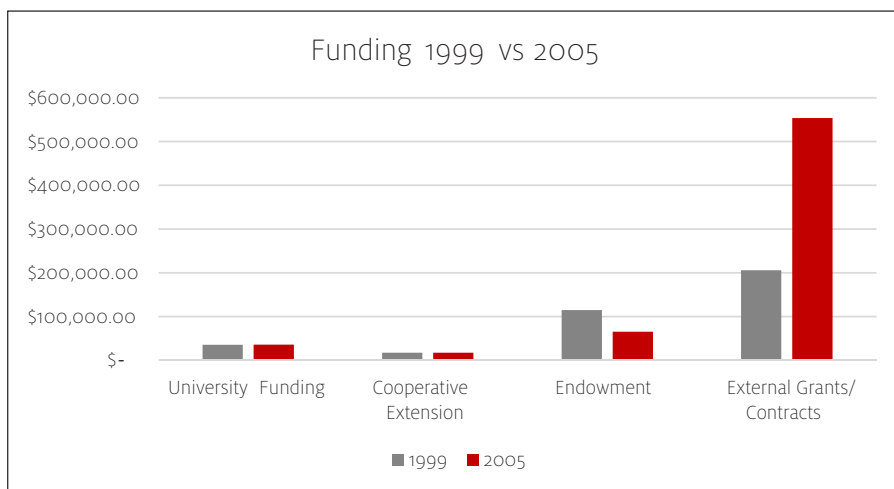
The Drachman Institute is a research and public service unit of the College of Architecture and Landscape Architecture at the University of Arizona dedicated to the environmentally-sensitive and resource-conscious development of neighborhoods and communities. The Drachman Institute, in particular, focuses its research and outreach activities on the proposition that housing is the building block of neighborhoods and neighborhoods are the building blocks of communities. The work of the Drachman Institute therefore facilitates the development of demographically diverse neighborhoods, rich in environmental amenities and built from good-quality, well-designed, regionally-appropriate housing that conserves land, energy, and water. It is our contention that good quality and innovative architectural design and technology, sensible community planning, and a landscape architecture that fosters beautiful and healthy private and public space is the cornerstone of this work. We engage our students, our staff, our faculty, and our citizens in a collaborative, research-based outreach enterprise to make our communities healthier, safer, more equitable, and more beautiful places to live.

The Goals and Objectives of DI were:

- The mobilization of the human and capital resources of CAPLA in professional-quality service and outreach to the people and communities of Tucson, Pima County, the State of Arizona, and the Nation
- Use the DI as a service-learning laboratory for the professional development of CAPLA students
- Use the DI as a research center of the College

Project Structure and Funding

During this time, DI received several major research and outreach contracts and projects. Open-ended contracts from outside sources provided technical community development services to specific communities. Funding came from the DI Endowment, Cooperative Extension, as well as CAPLA through the ARC 402 Interdisciplinary Community Design Studio, Capstone and Masters coursework. An RFP process was used to select community service projects. Drachman served as a research support center for faculty interested in research opportunities and partnerships. Sources of funding continued to shift, as Endowment funding decreased, funding from grants and contracts increased.



Grant Funding

During Corky's tenure, Drachman was the recipient of several large grants:

2003

- Community Outreach Partnership Center Grant, Community Futures Demonstration Project in Housing Design - HUD, \$394,000, 3-years. One of five such grants awarded nationally, making CALA¹ a regional center for affordable housing design

2004

- Arizona Department of Housing, Technical Assistance Grant –ADOH, \$60,000, 2-year.

2005

- Community Outreach Partnership Center First Time Grant - Building Healthy Neighborhoods - HUD, \$400,000, 3-years. One of eleven grants awarded nationally
- Civano Demonstration Energy Efficient Affordable Housing Grant -City of Tucson, \$234,000, 3-year
- City of Tucson Technical Assistance Grant – COT, \$25,000, 1-year
- Affordable Housing Preservation Grant – City of South Tucson, \$31,000, 1-year
- Cooperative Extension support funding, Cooperative Extension, CALS, \$17,500, 1-year

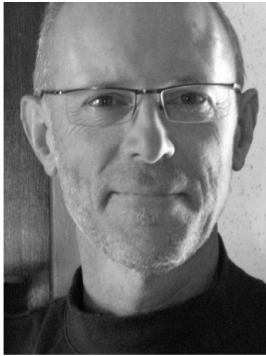
2006

- The FY 2006 Urban Land Institute (ULI) Community Action Grant, \$31,084, 1-year. One of four such grants awarded nationally

Projects

Between 2004 and 2009, Drachman completed approximately 121 community outreach projects all over the state of Arizona. DI also held numerous community presentations and workshops about affordable housing, community land trusts, green affordable housing, and other related topics.

¹ College of Architecture and Landscape Architecture. The Planning program was not part of the College at this time.



Director: R. Brooks Jeffery (2009-2016)

Location: 819 E First Street, Smith House, UA Downtown

Primary Research

Interests: Architecture with a specialization in Heritage Conservation

Staff/Structure

HERITAGE CONSERVATION
R Brooks Jeffery
Director

COMMUNITY OUTREACH
PARTNERSHIP CENTER
Marilyn Robinson
Associate Director

DRACHMAN DESIGN BUILD,
501(C)(3)
Mary Hardin
President

SUSTAINABLE CITY PROJECT
Linda Samuels
Director

Professional and student staff

In 2009, Corky Poster left the College and stepped down as director, shifting his focus towards his private practice. R. Brooks Jeffery was selected to fill the role of Director, and the organization and mission of DI again shifted slightly. At this point, the administrative structure of Drachman Institute included Director Jeffery, Associate Director Marilyn Robinson, the affiliated Drachman Design Build Coalition with President Mary Hardin, and the affiliated Sustainable City Project with Director Linda Samuels, in addition to professional and student staff who were brought on to work on specific projects. In effect, the structure of DI was a “Center of Centers.”

Drachman Mission

During much of Jeffery’s tenure as Director, the mission statement was as follows:

The Drachman Institute is the research-based outreach arm of the College of Architecture, Planning, and Landscape Architecture (CAPLA) at The University of Arizona dedicated to sustainable design and planning with a focus on communities in need throughout Arizona and the Greater Southwest. Since 1986, we have engaged students, staff, faculty, and citizens as an interdisciplinary collaborative striving to make our communities healthier, safer, more equitable, and more beautiful places to live.

In 2015, the mission statement was revised to the following:

The Drachman Institute advances community engagement as a cornerstone of professional design education in the College of Architecture, Planning and Landscape Architecture (CAPLA).

Drachman Institute is the community-based research and outreach arm of CAPLA whose commitment to engagement corresponds to the professional code of ethics of each of the the College’s disciplines, as well as the land-grant mission of the University of Arizona. This scholarship of engagement is based on a series of core values to prepare students for the professional workplace:

- **Service Learning** – integrating community outreach projects into interdisciplinary design and planning curricula
- **Collaborative Partnerships** – engaging local neighborhoods, non-profits, municipalities, and businesses, as well as regional, state, tribal, federal and international agencies
- **Community Impact** – applying CAPLA knowledge in service to 21st century community needs

Goals and Objectives

Drachman Institute has built its reputation as a nexus between the College’s knowledge and expertise and the diverse communities we serve. Utilizing grant funding and research contracts, Drachman Institute’s current community engagement initiatives focus on:

- Health and Wellbeing

- Heritage Conservation
- Housing
- Livable Communities

Funding Changes

- Total State funding cut in 2014
- Solely dependent upon endowment and research grants/contracts/projects
- Between 2009 and 2014 Drachman completed numerous projects totaling over \$3,235,000

Each unit/center within Drachman operated independently, with separate staff and in separate physical spaces. Changes to the administrative structure of Drachman Institute began in December 2014, when Associate Director Marilyn Robinson retired. In Fall 2015, Linda Samuels took a new position at Washington University in St. Louis, and the Sustainable City Project folded. At this time, Drachman Institute consolidated its staff and resources into one location, the Smith House, with the Director and three project coordinators. In 2016, the outgoing Dean of the College did not renew the Director of Drachman Institute, and he took another position in the Office of Research and Discovery.

As of early 2017, Drachman is currently without a director, has minimal staff, and is currently engaged in a self study process aimed at determining the future direction of the Institute’s activities and organizational structure.

Staff Bios: 2012 - 2017

Suzanne Bott (2013 - 2016)

Suzanne Bott, PhD, AICP, is a land planner, geographer, and heritage conservation specialist. During her tenure with the Drachman Institute she directed the Afghanistan Cultural Heritage Higher Education Program to train Afghan specialist in conservation practices from 2013-2016. She also directed an outreach program with the Iraqi Institute for the Conservation of Antiquities and Heritage and the U.S. Embassy in Baghdad, and taught a course on Regional Architectural Criticism and Conservation to visiting students from Monterrey Technological Institute, Mexico. She is an expert member of the International Council on Monuments and Sites (ICOMOS) and trustee of U.S. ICOMOS. She is currently a Research Associate with the Arizona State Museum.

R. Brooks Jeffery (2009 - 2016)

R. Brooks Jeffery is Associate Vice President for Research at the University of Arizona’s Office of Research, Discovery & Innovation (RDI) and Professor of Architecture in the College of Architecture, Planning, and Landscape Architecture (CAPLA). He is responsible for advancing innovative research in the humanities, arts, social sciences, professional colleges, the University’s three museums– Arizona State Museum, Center for Creative Photography, and UA Museum of Art – as well as selected centers and institutes that report to the RDI. In his 28-year career at CAPLA, he has held the positions of Associate Curator for Collections, Associate Dean, Chair of the Heritage Conservation Program, and Director of the Drachman Institute. His teaching, research, and outreach projects have advanced heritage conservation as part of a comprehensive ethic of environmental, cultural, and economic sustainability throughout the world, including the Middle East, Latin America, and the American Southwest.

In addition to his administration, teaching and research responsibilities, Jeffery collaborates with governmental and civic agencies on preservation issues locally, regionally, and nationally while serving as a board member on the University of Arizona Historic Preservation Advisory Committee, Arizona Historic Sites Review Committee, and the National Council for Preservation Education. He’s been honored with two “Governor’s Heritage Preservation Honor Awards” (2012, 2014) and Tucson’s highest preservation honor, the “Alene Dunlap Smith

and Paul C. Smith Award” (2007) from the Tucson-Pima County Historical Commission for the “high level of dedication and long-term commitment toward historic preservation in our community”. He was also awarded the 2008 Common Ground Award from the Metropolitan Pima Alliance for his involvement in the Wilmot Library Planning Charette advocating for the preservation, rather than the proposed demolition, of a landmark Modern design as part of an overall sustainable development proposal.

Laura Jensen (2011 - 2017)

As Project Coordinator for the Drachman Institute, Laura Jensen has participated in a variety of projects dealing with affordable housing, community and neighborhood planning, transit oriented development and transportation, and heritage conservation. Her roles include project management, research, graphic design, GIS analysis and map making, creating publications and project reports, and delivering public presentations. She was a collaborator on a recently completed study called The Affordable Housing Gap in Pima County which examines the gaps in affordable housing by demographic and income groups, and is currently working on completing a heritage conservation documentation and condition assessment project for the National Park Service at the Casa Grande National Monument in Coolidge, Arizona. She was a project coordinator for the Affordable and Mixed-Income Housing in Transit Oriented Development for Eastern Pima County study and report, completed in 2014.

Laura holds a Master of Landscape Architecture Degree from the University of Arizona and a Bachelor of Fine Arts degree from The Corcoran College of Art and Design (now The George Washington University Corcoran School of the Arts and Design).

Allison Kennedy (2008 - 2013)

Allison Kennedy served as Project Director for several Heritage Conservation projects at Drachman from 2008-2013. She has been working in the field of historic preservation since leaving Drachman, lending her skills to the National Park service and to non-profit organizations. She earned a Master of Landscape Architecture degree (2008) and a Graduate Certificate in Heritage Conservation (2012) from the University of Arizona. She is currently an Historic Structures Specialist at Joshua Tree National Park in California.

Marilyn Robinson (2004 - 2014)

Marilyn Robinson is a Community Planner with thirty years of experience in community planning and affordable housing. She has worked with non-profit organizations, as a consultant to government and business, and was Associate Director with the Drachman Institute for 10 years. Her work there included community and neighborhood planning, housing and transportation assessment and planning, planning and design for native peoples, healthy neighborhoods, citizen participation, and community development in center-city neighborhoods, metropolitan areas, small towns, rural areas, and native communities around the state of Arizona.

Ms. Robinson has served for twenty-one years with and is currently President of the Board of the Industrial Development Authority of the City of Tucson. She earned Master of Urban Planning and Master of Extension Education degrees from The University of Arizona.

Linda Samuels (2012 - 2015)

Dr. Linda C. Samuels received her doctorate in 2012 in Urban Planning from the University of California, Los Angeles. Her research focuses on infrastructure as public space as well as the barriers architecturally-inspired infrastructure reinvention projects face on the path to implementation. While in Los Angeles, Samuels was a Senior Research Associate at cityLAB, an urban think tank in UCLA’s Department of Architecture and Urban Design, where she helped organize the WPA 2.0 design competition, symposium, and exhibition. She also taught

in the School of Architecture at the University of Southern California (USC), Woodbury University, and in the Integrated Learning Department at Otis College of Art and Design. Prior to her time in Los Angeles, Samuels was an Assistant Professor in the College of Arts and Architecture at the University of North Carolina at Charlotte (UNCC). At UNCC, she co-taught the graduate thesis program and started two curricular initiatives: The Mobile Studio and Architecture as Activism. She has a Master of Architecture degree from Princeton University with a minor in visual arts and is a registered architect in the state of North Carolina.

Kelly Eitzen Smith (2009 - 2017)

Dr. Kelly Eitzen Smith is a Project Coordinator and Applied Sociologist at the Drachman Institute’s Community Outreach Partnership Center. Dr. Smith received her Ph.D. in Sociology from the University of Arizona in 1999. Prior to joining the Drachman Institute, she taught in the University of Arizona’s Sociology Department and was the Director of the Center for Applied Sociology. She is co-author of *Social Problems; In Conflict and Order, Understanding Society*; and *Experiencing Poverty: Voices from the Bottom*. Her work at the Drachman Institute consists of project coordination, quantitative and qualitative research including human subjects compliance, statistical analyses, writing, and public presentations.

**Drachman Institute
Program Review Self Study
2012-2018**

CAPLA Faculty and Staff Survey Results





December 2016

College of Architecture, Planning, and Landscape Architecture

Drachman Institute Feedback from Faculty and Staff

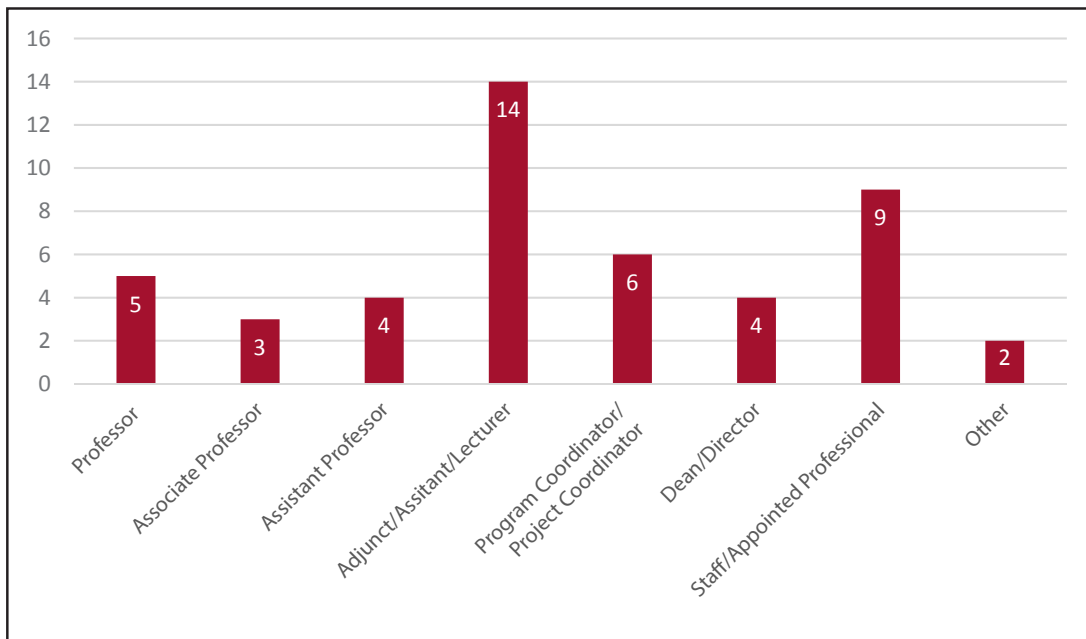
limited release version

On October 17th, Gina Chorover, Kelly Smith, and Laura Jensen from the Drachman Institute, along with Courtney Crosson, Assistant Professor in the Architecture Degree Program, delivered a presentation to CAPLA faculty and staff in order to kickstart a visioning process for the future of the Institute. As a result of recent changes in leadership, including the current search for a new CAPLA Dean, Drachman has solicited input from interested faculty through an online survey and is embarking on an RFP process in order to best determine the Institute's future role in both the college and the larger community.

This document contains the results from the online survey that was completed by 38 members of CAPLA faculty and staff, and in addition contains selected verbatim open ended responses not included in the publicly released version of the survey results.

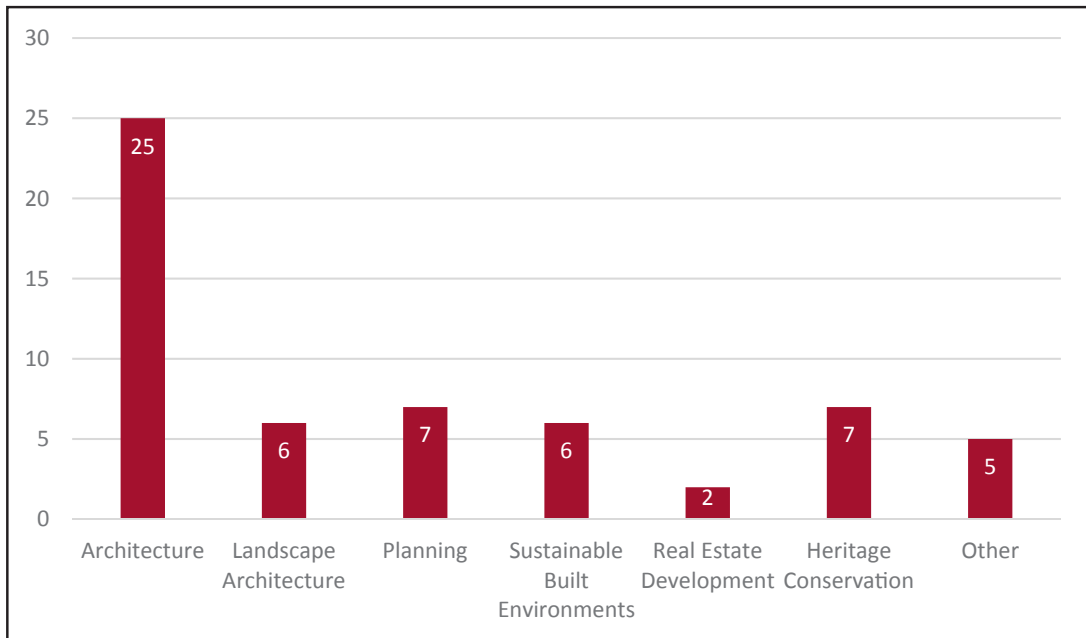


Q1 – Please indicate your role in CAPLA (check all that apply):



Total n=38

Q2 – With which program(s) are you affiliated? Check all that apply.



Q3 – Did you attend the Drachman History presentation on 10/17/16?

	%	N
Yes	55.3%	21
No	44.7%	17
Total	100%	38

Q4 – How familiar are you with the Drachman Institute’s mission and previous work?



Q5 – What do you see as the main strengths of the Drachman Institute?

Most common words in responses:

- Community/communities (34/38 – 89%)
- Outreach (15/38 – 39%)
- Students (11/38 – 29%)
- Engagement (9/38 – 24%)
- Projects (10/38 – 26%)
- Research (10/38 – 26%)
- Service (8/38 – 21%)
- Recognition/reputation (7/38 – 19%)

Select Quotes:

“The history, brand and recognition within the UA community, Southern Arizona and beyond.”

“The DI has provided practical learning experiences to hundreds of students through the years. It is a critical part of the university's efforts at student engagement. The DI has been a great home for many community bases; grant funded projects which would otherwise not have an institutional home. It has also been a truly interdisciplinary leaning lab for faculty and students. In addition, it has provided services to our community and built the public reputation of the college.”

“The history and mission of the Drachman Institute remain the main strengths. The ability to house a research arm of the college that provides student and community engagement is paramount and should be supported.”

Q6 – What do you see as the main challenges of the Drachman Institute?

Most common words in responses:

- Funding/Money (30/38 – 78%)
- Time (8/38 – 21%)
- Support (7/38 – 18%)
- Grants (6/38 – 16%)
- Purpose (4/38 – 11%)
- Leadership (3/38 – 8%)
- Identity (3/38 – 8%)

Respondents most commonly mentioned a lack of funding as Drachman's primary challenge, from both the college as well as from outside grants and contracts (i.e. not enough funding from either to sustain DI staff during lean times/between projects). The model that assumes staff will run projects while looking for funding at the same time was also mentioned by a few respondents as being problematic and unsustainable.

Respondents also mentioned a lack of support from college leadership, a lack of buy-in from faculty, lack of recognition and familiarity with the Institute, and a lack of time for those who might be interested in participating. Drachman seems to suffer from a lack of branding and self-promotion.

Some respondents noticed a lack of identity. Changing directors and missions over the years has led to a loss of clarity of vision and purpose.

Select Quotes:

“Money: The lack of support in recent years, a funding model that is unsustainable (i.e. having to look for grants/

contracts without being paid to do so), and having to compete with private firms and non-profits for contracts while having to charge additional University overhead fees.”

“The reduced endowment and the recent lack of broad involvement of the college. The recent focus has not had a core connection to the college.”

“Encouraging faculty and students to work with Drachman and achieve the buy-in that it used to have.”



For the following questions, please consider the mission of CAPLA: “As a professional college, CAPLA’s Core Mission and strength is training architects, landscape architects, and urban planners to work effectively within a challenging array of social, economic, and environmental conditions. As a campus leader in community engagement, CAPLA advances the University’s historic land-grant mission through design and planning assistance to diverse communities throughout the state of Arizona, the United States, and beyond.”

Q7 - Keeping in mind the mission of CAPLA, please rank order what you think should be the priorities of the college that could be accomplished through the Drachman Institute. Drag and drop into the boxes of high, medium, low, and not a priority (with no more than three items per box).

High Priority:

- Service Learning: The opportunity for students to work on real-world design and planning projects (20/38 – 53%)
- Community Outreach: Technical assistance projects for communities in need (18/38 – 47%)
- Service Learning: The opportunity for students to engage in research (17/38 – 45%)

Low Priority or Not a Priority:

- Community Outreach: Providing research and data for public use (9/38 – 24%)
- Community Outreach: Educating the public through workshops, forums, etc. (13/38 – 34%)
- Developing and investing in UA Downtown as a community outreach/design center (25/38 – 66%) (note: 10 of the 25 said “not a priority”)

Overall Rankings:

Within each priority column items were ranked between 1 and 3. Those values have been recoded on a scale from 1 (lowest priority) to 12 (highest priority) and then totaled to create an overall ranking.¹

Results from highest priority (most points) to lowest priority (fewest points):

	Total Points
Service Learning: The opportunity for students to work on real-world design and planning projects	338
Community Outreach: Technical assistance projects for communities in need	295
Service Learning: The opportunity for students to engage in research	292
Support for faculty research: help with looking for grants, grant-writing, conducting research, etc.	274
Community Outreach: Providing research and data for public use	256

¹ Recoded values:

High Priority #1 = 12 points; High Priority #2 = 11 points; High Priority #3 = 10 points; Medium Priority #1 = 9 points; Medium Priority #2 = 8 points; Medium Priority #3 = 7 points; Low Priority #3 = 6 points; Low Priority #2 = 5 points; Low Priority #1 = 4 points; Not a Priority #3 = 3 points; Not a Priority #2 = 2 points; Not a Priority #1 = 1 point

Community Outreach: Educating the public through workshops, forums, etc.	246
Developing and investing in UA Downtown as a community outreach/design center	151

Additional Comments on priorities:

Additional comments fell into the following categories:

1. Address community needs
2. Funding issues
3. The importance of integration with and support from the college
4. Remaining student-focused

Select Quotes:

“When properly restructured, the Drachman Institute cannot only become again a strategic asset for CAPLA, but an outstanding catalyzer for UofA at national and international level, in terms of recruiting better student and high end faculty.”

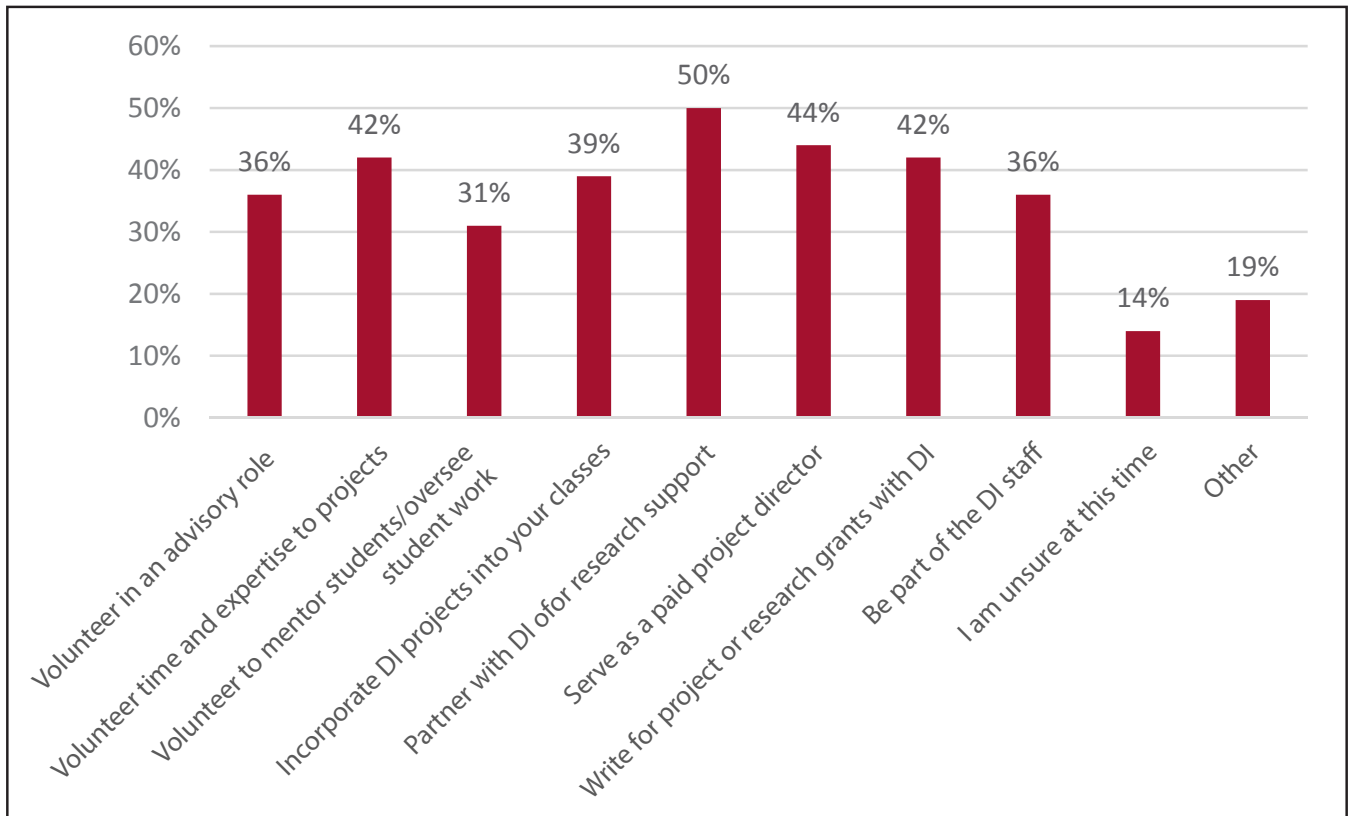
“The opportunity to provide service learning on real-world projects for communities in need is one of UA’s highest priorities. This must be available for CAPLA students and given greater support by the college, faculty, and university. The opportunity to collaborate with other departments and colleges is enormous and will be renewed with the new focus and administration’s support.”

“I see the Drachman as an opportunity to develop a student research entity connected to the community. I believe our students will be greatly enhanced as professionals if they have just one rigorous research opportunity before they get their professional degree. The Drachman could be the mechanism for making that happen. Base funding could be dedicated to the Drachman if it is student focused.”

Q8 – In your opinion, should the college dedicate some level of base annual funding to support the Drachman Institute?

	%	N
Yes	71%	27
No	5%	2
Unsure	24%	9
Total	100%	38

Q9 – Moving forward, would you be interested in being involved with the Drachman Institute in any of the following ways? Check all that apply.



Q10 – Moving forward, do you have any ideas about how Drachman Institute could be structured in terms of staffing, integration with the college, or other ideas?

Many of the responses to this question include very specific recommendations. The ideas tend to fall into four main groupings:

1. **STAFFING:** similar to the past, with a director (with varying recommendations for % effort and funding), project managers/coordinators, and faculty affiliates.

Select quotes:

“Executive Director. Tenure line faculty member who gets substantial course releases and then has 1/2 of summer covered. Chief role is generating/managing grants/contracts, being the visible Drachman person in the community/state, working across campus, related.

Director @ 50% time to support the executive director with key role as internal DI management.

At least one 20 hour/week graduate assistant for each of the director and associate director.

Faculty should be openly recruited to be activity area associated directors (associated director of housing and such). That way it is tied formally with key faculty in CAPLA and also integrated with the college better than now.”

“Director and Project Managers, working with an advisory committee from faculty and the new Dean.”

“- half-time director with faculty appointment with courses focused on community engagement

- full-time program coordinator (administration, liaison with CAPLA Business Office, grant writing/coordination)

- non-faculty project directors (majority salary from external sources)
- faculty affiliations/residencies for research projects"

"I believe the DI would best be served with an administrative director whose job is focused on fundraising, project management, community outreach, reporting, and college and university engagement. This would be purely an administrative role. Projects and faculty can have affiliations with DI and there should be paid project and administrative staff. Similar to Institute for the Environment."

2. INTEGRATE DRACHMAN INSTITUTE INTO COLLEGE RESEARCH AND STUDIOS

Select quotes:

"It would be nice if the research efforts/funded projects could be incorporated into the upper level classwork. The challenge is how to involve diverse and busy faculty and staff equitably."

"Drachman needs a coordinator with links to CAPLA programs. Such a person could suggest opportunities for real world class projects that would benefit all concerned. Engineering and GIS should become partners. Class projects should take advantage of community resources to promote real-world learning as well as fostering good design."

"No matter what, I think Drachman Institute projects should offer a studio option to students whether that be involvement in designing projects or conducting research."

3. BE AN UMBRELLA ORGANIZATION FOR THE COLLEGE: ideas centered around drachman bringing together different programs and priorities of the college.

Select quotes:

"We need to review the idea of the Drachman being an umbrella organization within the College bringing together the different programs and focus areas of the College (and other University Colleges). This could be in the fields of sponsored activities (grant & contracts), outreach, student engagement, design thinking, the Sustainable City Project etc. Other CAPLA initiatives could also be under its umbrella e.g. IPW, DDBC etc."

"Drachman, as in the past should remain flexible in its role, as to the interests of those who propose successful and realistic projects that promote CAPLA, SoA, Design, Architecture, Planning, and the education of students. Drachman should remain open to everyone, whether it be Undergrad Students, Grads, NTE, Adjunct, Tenured, Admin."

- (internal) Advances community engagement as a cornerstone of professional design education in CAPLA.
- (external) Drachman Institute provides research-based design and planning services to advance community engagement as a cornerstone of professional design education.
- Targets public and private sector clients based on CAPLA expertise.
- Seeks external research funding based on CAPLA expertise and strategic directions.
- Coordinates and manages all collaborative and independent CAPLA outreach efforts in support of mission and academic units.
- Coordinates interdisciplinary outreach studio.
- Initiates and coordinates certificate and professional continuing education.
- Coordinates 100% Engagement efforts"

4. COLLABORATE WITH OTHER UNITS ON CAMPUS

Q11 - Moving forward, do you have any ideas about sustainable funding models for the Drachman Institute?

Generally, respondents support the idea of some base level financial support from CAPLA coupled with other sources, mostly grants and contracts.

“Base funding from college, a % of funds from grants and contracts (overhead), and large contracts and grants to fund programmatic work.”

“Base funding from CAPLA and Endowment. Majority funding from external sponsored projects (grants/contracts)”

It was also mentioned by several the use of F&A return as a reward structure for faculty.

Others want to see some sort of fundraising effort or capital campaign as a funding strategy beyond grants and contracts.

“Grants, endowment growth, fundraising...”

“Capital campaign.”

“Raising an endowment. Seeking private grants from philanthropic donors.”

Q12 – Please let us know any other comments, suggestions, or concerns regarding the Drachman Institute.

Final comments were overall very positive and optimistic about Drachman Institute’s future.

Selected Quotes:

“DI needs to create a mission that will get buy-in from the college and the university and show how it can add value.”

“We would like to stress the importance to act now, not necessarily waiting for a new Dean to move forward with a great plan. There is a lot of work to be done to bring Drachman Institute back up where it should be, and the more we wait, the harder it will be to succeed.”

“The biggest question is whether CAPLA wants to have centralized support for community engagement and research support including faculty support for fund-seeking, proposal writing, technical expertise, project management and tracking, product quality control, and client relations. If so, the above model should be adopted.”

“I think it is too valuable a resource to the college’s units and to the community to not put the effort into making it what it can be.”





December 2016

College of Architecture, Planning, and Landscape Architecture

Drachman Institute Feedback from Faculty and Staff

limited release version, open-ended responses



Q6 - What do you see as the main strengths of the Drachman Institute?

- Community Projects. Providing real world experience for students. Taking on the type of projects of a scale where, for the most part, the private sector is unlikely to be competing for the work. Providing a downtown presence for CAPLA. Provides a further basis for accreditation for the college's programs.
- Providing outreach planning, landscape design, and technical service to regional communities. Providing opportunities for students within CAPLA to work on interdisciplinary projects with professional aptitude.
- Community engagement
- Drachman Institute is involved with university and community research.
- Acting as a bridge between CAPLA and the surrounding communities to connect students with the "real world" and real projects, giving them firsthand experience in their chosen field while still in school. This allows them to build confidence and create connections to the professional world and community that can help them find employment after graduation. The types of projects, neighborhoods, and issues students are exposed to can also help them identify needs in the community, issues they feel passionate about, and define the trajectory of their career.
- Community outreach and education; ability to complete projects for municipalities that don't have the funding or staff
- Community outreach, service learning opportunities for students
- As a reputable center for outreach, research, community engagement. With potential for growth in being a program that supports faculty, student, and professional research, and perhaps a design build program.
- faculty and student engagement in community, application to real world, social equity. issues and values based practices.
- Positive image in community engagement throughout Southern AZ though somewhat less so in the rest of AZ (mostly because of declining visibility).
- International Reputation Diverse programs Expert staff
- It has served well as a research and outreach institution for CAPLA. The significance of past and ongoing projects have targeted low-income and/or undeserved communities, which should be a mission of the institute.
- The history and mission of the Drachman Institute remain the main strengths. The ability to house a research arm of the college that provides student and community engagement is paramount and should be

supported.

- Reputation and community visibility have been the landmark strengths of the Drachman Institute. DI has been an important component of the college's outreach efforts and a reflection of the University's role as a land grant institution.
- community impact coordination of college engagement and research activities hiring of students
- Community involvement and outreach, could be a good fundraising arm of the college.
- outreach, community networks / connections, student engagement outside the classroom
- the local name / community outreach / support for faculty and students
- Institute to offer a unified image to the community
- The Drachman Institute has a strong legacy, built up in many years of solid work and significant contributions to the community. Moreover, under prior administrations, the Drachman Institute became an important reference in the scape of research/community outreach centers in the country.
- The DI has provided practical learning experiences to hundreds of students through the years. It is a critical part of the university's efforts at student engagement. The DI has been a great home for many community bases, grant funded projects which would otherwise not have an institutional home. It also been a truly interdisciplinary leaning lab for faculty and students. In addition, it has provided services to our community and built the public reputation of the college.
- COMMUNITY OUTREACH AND SERVICES
- External relationship and community engagement
- The accomplishments of the past and the brand.
- Community Outreach and a place for Faculty and Students to coordinate/partner their research and projects
- Name recognition in the community. The role of design build coupled with community service is very valuable in the school of architecture.
- It was the outreach arm of the college...an option for students to participate in realistic problems with clients. It was also a means for non-profit agencies to access design services. Those speak for themselves. I also think the Drachman could morph into a place where student's can conduct meaningful research projects...possibly tied to specific grants.
- The history, brand and recognition within the UA community, Southern Arizona and beyond.
- I was amazed at how many projects they've done with/for the community. They provide a lot to people/ places that otherwise could not afford it. It's also good PR for the College.
- 1. reputation in the community 2. entrepreneurial and highly qualified staff
- Community Service - supporting important initiatives otherwise impossible - offering students the opportunity for hands-on work - cooperative learning opportunities with a wide variety of others, including neighborhoods, the City of Tucson, NPS, Pima Community College, etc. - fostering close one on one relationships between faculty and students - finding appropriate student internships - offering career guidance
- Community outreach. DI is attempting to address some of the largest problems Tucson faces (albeit often with a less direct approach than may be necessary to realize significant community improvement). For instance, DI is involved with helping address and mitigate problems with Tucson's relatively low socioeconomic status, by building model homes that are not only more affordable (economically and socially sustainable), but more environmentally sustainable as well. However there are other large issues (discussed below) needing an institution to lead in addressing, and DI could be that leader for the University.
- History, national recognition, important community services provided

- A legal and institutional arm for outreach and research, to promote and engage CAPLA and SoA with the outside world and community. As Courtney Crosson has shown us, many schools have a similar structural element which allows and promotes this sort of activity and is crucial to the relevancy of CAPLA, and architecture in general.
- Research that has a real-world application in our community.
- Connecting students and faculty with community projects and expertise in grant writing and project management to sustain itself without state dollars.

Q7 - What do you see as the main challenges of the Drachman Institute?

- Funding....the endowment appears to be mostly gone, the state funding is cut, and it is mostly on its own for grants, contracts and employment. By its nature, it's mission has changed over time with the interests of the institute's director at the time. For the outsider, it is confusing as to what exactly it does or doesn't do.
- Maintaining consistent opportunities for CAPLA students through ongoing research grants. Integrating the work and presence of Drachman into CAPLA curriculum and college.
- Funding
- Grant management related to personnel and operational expenses.
- Money: The lack of support in recent years, a funding model that is unsustainable (i.e. having to look for grants/contracts without being paid to do so), and having to compete with private firms and non-profits for contracts while having to charge additional University overhead fees.
- Funding and support from U of A
- Funding, lack of support from the college, and disconnect from the college. The complete cut of state funding created an unsustainable model where employees that were paid solely on project money were expected to apply for grants and look for other funding sources, but were not being paid to do so.
- Funding I'm sure is the main challenge. I believe there to be creative, driven, passionate faculty and professionals that would love to be a part of what the institute does, and is about, as well as generating ideas and avenues for growth and funding.
- integration in curricular mission, funding, contemporary issues, complementing / not competing with educational mission or professional practices; research outputs.
- Affirmative mission needed even if it's a new direction. Secure funding platform that is meaningful. ONE place to run its operations. Clear ways in which the faculty are rewarded for being engaged.
- Lack of awareness in CAPLA and UA Lack of administrative support and interest
- Real presence in the college and community which might be remedied through community workshops, service learning/100% engagement, and/or projects with social impact.
- Funding is obviously the biggest challenge to maintaining the DI. A new leader with significant interdisciplinary research experience would be necessary to raise the level of interest among junior faculty. An ongoing financial investment by the college would be necessary to sustain the institute and rise above the idea of doing small projects just to pay the staff.
- A clearly defined purpose that can impact real needs in our community. Funding is a big challenge - the purpose of the DI needs to carefully consider funding sources!
- funding identity within the College maintaining the quality of products
- direction, funding.
- budgets; relevance; branding / promoting themselves

- integration within the college / ability to get funding / effective leadership / time for effective dissemination of past and current work
- The name does not make clear its purpose. There have been a few directors with different emphases, so the perception of the purpose of Drachman is not clear. Seems out dated.
- Beside the unclear financial burden the Institute is currently in, we see a lack of interest around it: also inexplicable. In this particular moment, lots of opportunities are arising all around the disciplines of architecture and planning, shifting away from the traditional schemes and embracing new forms of unsolicited proposals, bottom-up processes for the bettering of communities' environments, and many more. It is sad to see the Drachman Institute somehow dormant through this exciting time.
- College support, leadership and funding.
- REPUTATION, IDENTITY, VALUE
- Funding
- The reduced endowment and the recent lack of broad involvement of the college. The recent focus has not had a core connection to the college.
- encouraging faculty and students to work with Drachman and achieve the buy-in that it used to have
- Procuring grants large enough to sustain the staff overhead in down times.
- People who aren't supportive of the vision. And getting enough money to float it.
- Developing a sustainable business model that is self funding.
- Funding.
- 1. loss of funding 2. leadership transition 3. lack of established home 4. loss of momentum 5. lack of identity
- Lack of support and recognition from CAPLA - the pressure to find projects and run them at the same time - no central location where all members of the Drachman community can interact (split sites are a problem) - finding the missing money
- Time for all who are interested to participate in DI. Not sure what DI can do about that, but with the creative thinking of this college, maybe there is something.
- Lack of funding and resources
- Lack of school funding for full-time staff that provide assistance in grant-writing, seed research funding, and public outreach coordination and networking between the Community outside UofA and the other departments within the UofA. Drachman can be much more integrated within the College and SoA.
- Getting the grants.
- Continuing to provide grant writing and project management expertise (and tying together talents and research trajectories of faculty) without financial assistance from the university for those activities.

Q9 - Keeping in mind the mission of CAPLA, please rank order what you think should be the priorities of the college that could be accomplished through the Drachman Institute. Drag and drop into the boxes of high, medium, low, and not a priority (with no more than three items per box).

- Facilitator of a design build program. This may increase the avenues for funding and recognition. Practically may also contribute greatly to the identity of the school, better preparing students for the real world. The program could essentially be the contractor arm to the outreach and service learning projects, even to professionals to implement thoughtful and meaningful designs in our immediate and broader community
- Community Outreach: opportunities for faculty to engage in research through out-reach; school as "public

intellectual” as well as “engaged practitioner” giving relevance and value to what we do.

- The ranking I gave reflects the reality of resource needs. Without the faculty generating the contracts outreach and service learning cannot be done. Moreover, NONE of Drachman’s technical assistance and project outreach should be free because the client won’t respect it and it diverts energy from other opportunities.
- THINK TANK
- Mediating between community and CAPLA in outreach: creating brand, setting standards, doing quality control, guaranteeing follow-through
- Provide projects for student/faculty cooperative work
- Community outreach: addressing the largest social, economic and environmental problems within Tucson. For instance: one major economic and social problem Tucson is experiencing is that companies do not want to headquarter here, despite a lot of positives, primarily because of poorly rated primary and secondary education. This is a problem the University, as the largest, most capable institution in Tucson, needs to immediately prioritize and tackle head-on, and DI could brainstorm ways to start leading that charge by example, and reaching reaching out to and recruiting other arms of the University. Long story short: become the University leader in tackling the biggest problems Tucson faces. (Unofficial reminder motto “BPF”?) Big Picture Focus, Biggest Problems First.
- The above drag and drop doesn’t work. Research and Outreach Highest
- Learning from the public what their needs are

Q10 - Do you have any additional comments on college priorities and the role of the Drachman Institute?

- Seems to me that a source of funding (not the only one of course) would be the real estate program and working with that universe as well as sustainable built environments....which would also return it a bit more to it’s Drachman roots. I understood that it was to hold the Imagine Greater Tucson website under it’s domain at some point. Not sure what the status if that is.
- I feel if the priorities are to invest in the faculty, staff, and students we have, via research and grant opportunities and support, community engagement as a facilitator, and a design build program, then the rest of the priorities seem to be a natural by product of that energy.
- The College should value multiple types of research, with outreach / engagement being one mode. It can’t be the only thing, but there is also such a legacy this must be valued.
- Drachman needs to be in one place accessible to faculty, students, and the dean/directors. This likely means moving Drachman from UAD.
- The opportunity to provide service learning on real-world projects for communities in need is one of UA’s highest priorities. This must be available for CAPLA students and given greater support by the college, faculty, and university. The opportunity to collaborate with other departments and colleges is enormous and will be renewed with the new focus and administration’s support.
- The types of projects Drachman used to support are now picked up by the Living Streets Alliance (run by one of Drachman’s past directors). It seems then that the Drachman needs to find a new direction that is linked to research and that targets some of Tucson’s critical social and economic problems. A think tank, that brings experts together to lead workshops/panels or publish papers, or a interdisciplinary research institution on desert poverty, are a few ideas.
- Research is not mentioned in the mission statement, but is listed in the items above.
- perhaps the drachman could ‘morph’ / transform / become re-envisioned as another part (more integrated)

with CAPLA's programs

- When properly restructured, the Drachman Institute can not only become again a strategic asset for CAPLA, but an outstanding catalyzer for UofA at national and international level, in terms of recruiting better student and high end faculty.
- No
- I see the Drachman as an opportunity to develop a student research entity connected to the community. I believe our students will be greatly enhanced as professionals if they have just one rigorous research opportunity before they get their professional degree. The Drachman could be the mechanism for making that happen. Base funding could be dedicated to the Drachman if it is student focused.
- It sounds like the role of the director is really important for the growth and maintenance of the Drachman Institute. That should be a big consideration for the future.
- DI needs to develop a focus on Public/Private Funding for any and all sponsored activities or outreach activities.
- 1. The one thing difficult to do in the academic setting is provide the continuity and follow-through for having a strong community service brand. Drachman could provide this. 2. While Blue Sky thinking is important, eventually we must make sure people understand that we will have to shift funds from current uses in CAPLA to execute a more robust Drachman.
- The college has failed to recognize many of the Drachman successes. The Drachman name is recognized in many areas of effort - in Tucson community projects, TICRAT, NPS projects, etc., but there is little direct interaction on an institutional basis.
- Not sure if that long thing I typed in the "Other" priority box above will get cut off, so repeating it here: Community outreach: addressing the largest social, economic and environmental problems within Tucson. For instance: one major economic and social problem Tucson is experiencing is that companies do not want to headquarter here, despite a lot of positives, primarily because of poorly rated primary and secondary education. This is a problem the University, as the largest, most capable institution in Tucson, needs to immediately prioritize and tackle head-on, and DI could brainstorm ways to start leading that charge by example, and reaching reaching out to and recurring other arms of the University. Long story short: become the University leader in tackling the biggest problems Tucson faces. (Unofficial reminder motto "BPF"?) Big Picture Focus, Biggest Problems First.
- Support and integration as a survival imperative for CAPLA
- I don't think that "educating the public" should be part of the mission of the Drachman Institute (DI). On the contrary, in order to be effective in the outreach initiatives, DI needs to "learn from the public" what their needs are, and what their vision is for their communities. The DI can help make that happen.

Q12 - Moving forward, would you be interested in being involved with the Drachman Institute in any of the following ways? (check all that apply)

- as an adjunct, I'm not overcommitting at this time, but am open to conversation
- None of these are my goals but I am open to most of the above if it leverages my knowledge base and expertise
- I already volunteer on an large basis with research, in an advisory role, graduate student committees....etc. I believe in DI so much - it is a truly amazing institute.
- no
- Provide information on appropriate projects that could involve CAPLA faculty, staff and students in

cooperation

- If any positions are paid, I believe it should be small supplemental pay. The focus should be voluntary, but recognizing everyone's limited valuable time.
- Propose, Lead, and join certain projects.

Q13 - Moving forward, do you have any ideas about how Drachman Institute could be structured in terms of staffing, integration with the college, or other ideas?

- Not my area of expertise, sorry
- Mimimize administration. Focus all attention on core mission.
- If Drachman Institutes expands then reconsider to assigned an accountant.
- I don't know enough about the current structure and workings to give a meaningful or productive input
- Executive Director. Tenure line faculty member who gets substantial course releases and then has 1/2 of summer covered. Chief role is generating/managing grants/contracts, being the visible Drachman person in the community/state, working across campus, related. Director @ 50% time to support the executive director with key role as internal DI management. At least one 20 hour/week graduate assistant for each of the director and associate director. Faculty should be openly recruited to be activity area associate directors (associate director of housing and such). That way it is tied formally with key faculty in CAPLA and also integrated with the college better than now.
- Director and Project Managers, working with an advisory committee from faculty and the new Dean.
- The Drachman need presence therefore it needs at least one staff person. Depending on the new direction/ purpose of the Drachman it need not be director but could be an Associate Dean of Research or an administrator.
- Director: 100% salary maintained by college; % effort should only be a small part of each grant for oversight and publishing potential; IDC revenue will return to the college. Affiliated Faculty Investigators: paid by percent effort from grants. Grant Writer (pre-award): 100% salary maintained by the college; there is potential for IDC revenue to help support this role to continuously search for funding opportunities; coordinate all grant submissions from initial RFP to implementation; collecting bios, scope of project, budgets and justifications, working with SPS pre-award. Research Coordinator (post-award): salary should be guaranteed by college and a % of salary should be included on every grant; this role coordinates labs, personnel, operations schedule, equipment, travel, subcontracts, etc. This % salary goes right back to the college.
- PURPOSE - (internal) Advances community engagement as a cornerstone of professional design education in CAPLA. - (external) Drachman Institute provides research-based design and planning services to advance community engagement as a cornerstone of professional design education. - Targets public and private sector clients based on CAPLA expertise. - Seeks external research funding based on CAPLA expertise and strategic directions. - Coordinates and manages all collaborative and independent CAPLA outreach efforts in support of mission and academic units. - Coordinates interdisciplinary outreach studio. - Initiates and coordinates certificate and professional continuing education. - Coordinates 100% Engagement efforts
STAFFING - half-time director with faculty appointment with courses focused on community engagement
- full-time program coordinator (administration, liaison with CAPLA Business Office, grant writing/ coordination) - non-faculty project directors (majority salary from external sources) - faculty affiliations/ residencies for research projects
- need more conversations with faculty to identify opportunities for bringing these projects into the classroom / bringing our students outside the classroom. we really don't know what they are working on, generally-

speaking.

- More integration with the College if it is going to be successful...UAD is fine, but still tends to be fairly isolated, so I would suggest some faculty/staff are on the UA campus. Maybe could have more collaborative leadership than strong figure-head as in past? Could have core studios related to it - not just UAD if it even is..... Get our student organizations that do outreach projects affiliated
- In order to re-launch the Drachman Institute and to re-solidify its presence in the region, we might foresee two different stages. 1) First of all, a couple of new projects should be initiated as soon as possible, in order to gain momentum and concrete exposure, enabling to test new funding venues and grants. In this phase, a significant support might be required from CAPLA and the UofA, both in terms of finance and in terms of staff. 2) Once operations are streamlined, the Drachman Institute could gain more independence, hiring its own full staff, acquiring new commissions independently and eventually feeding back to CAPLA in terms of knowledge, scholarships, teaching opportunities, etc. In general, it seems like the flexible -still rigorous- structure that Corky Poster implemented might work perfectly to run operations in a very sustainable way.
- I believe the DI would best be served with an administrative director whose job is focused on fund raising, project management, community outreach, reporting, and college and university engagement. This would be purely an administrative role. Projects and faculty can have affiliations with DI and there should be paid project and administrative staff. Similar to Institute for the Environment.
- I guess it all depends on funding
- If the Drachman is refocused on identifying grants for student research experience, it needs to be set up differently. We should look at how undergraduate institutions like Rice pull students into research and how Architecture schools like Minnesota are developing student-focused research programs. Perhaps we can develop multi-year research studios through Drachman.
- I think there should be a focus on integrating the Drachman Institute with the College research - especially when there is a community component to the research
- It would be nice if the research efforts/ funded projects could be incorporated into the upper level class work. The challenge is how to involve diverse and busy faculty and staff equitably.
- No matter what, I think Drachman Institute projects should offer a studio option to students whether that be involvement in designing projects or conducting research.
- We need to review the idea of the Drachman being an umbrella organization within the College bringing together the different programs and focus areas of the College (and other University Colleges). This could be in the fields of sponsored activities (grant & contracts), outreach, student engagement, design thinking, the Sustainable City Project etc. Other CAPLA initiatives could also be under its umbrella e.g. IPW, DDBC etc.
- no
- Drachman needs a coordinator with links to CAPLA programs. Such a person could suggest opportunities for real world class projects that would benefit all concerned. Engineering and GIS should become partners. Class projects should take advantage of community resources to promote real-world learning as well as fostering good design.
- If any positions are paid, I believe it should be small supplemental pay. The focus should be voluntary, but recognizing everyone's limited valuable time. Perhaps one full-time position, in a research/grant-seeking/ writing/administrative support position, so that all of those contributing ideas have someone to help them research and organize projects. If there are a lot of contributors, more full-time roles like the above may be necessary. But I don't think there should necessarily be a paid director at high salary.
- CAPLA should still lead Drachman, but bring in other units on campus as collaborators.
- Drachman, as in the past should remain flexible in its role, as to the interests of those who propose

successful and realistic projects that promote CAPLA, SoA, Design, Architecture, Planning, and the education of students. Drachman should remain open to everyone, whether it be Undergrad Students, Grads, NTE, Adjunct, Tenured, Admin. A good idea can come from anyone and anywhere, limiting a good idea for a project goes against the ethos of a research university and against design and discovery in general. Drachman should continue to be a fertile environment for creation and discovery outside of a structured and traditional class environment.

- I think there could be joint tenure track appointments between the Drachman Institute and the college.

Q14 - Moving forward, do you have any ideas about sustainable funding models for the Drachman Institute?

- Maybe there are partnerships with the Pima Real Estate Research Council, or similar organizations - the Tucson Assn of Realtors Foundation.....they have a sustainability committee or something similar...not sure what it is called. Wish I knew the appropriate sugar daddies.
- Capital campaign.
- Same as above. I do see if the design build program acted as a service role, perhaps as a contractor/facilitator to Capla, other u of a centers, non for profits, communities, professionals; that this may be a way to generate income for the program itself
- CAPLA commitment to supporting base level of staffing and operations. (We're not Stanford or MIT that can just wave a wand and get dozens of world-class hard-researchers and their money groveling to be affiliated with us. Someone with support has to run the place.) There needs to be a serious reward structure in the form of F&A return. Back in the 90s, the university allowed DI to keep 50% of its F&A. (That's right; I did not want to bring it up or other historical features during the presentation preferring to have an uninterrupted and otherwise extremely interesting presentation.) In addition to F&A return faculty absolutely must receive (10% of F&A is what was approved but not implemented, apparently), faculty who run projects through DI would receive another X% (maybe 10%).
- The endowment capital must not be touched; interest is permitted to be spent for institute expenditures. Provide a grants/development position to assist CAPLA students and faculty in obtaining funding for projects and programs, realizing there will be a lag time to get the institute fully funded and turning a profit for more programs. (That has been it's biggest challenge - no funding to look for funding).
- Raising an endowment. Seeking private grants from philanthropic donors.
- DI administrator and staff should be guaranteed by the college even if only for the next three years. If they are doing their job in securing grants and paid community projects, the revenue should steadily increase to reimburse the college efforts with IDC and salary buyout. All IDC should go to CAPLA admin and the percent effort should be split by the faculty investigator and the entity (school or college) that pays their salary.
- - Base funding from CAPLA and Endowment - Majority funding from external sponsored projects (grants/contracts)
- First we need to advertise and disseminate past work more successfully (same goes for capla) who is going to invest in something that doesn't seem successful? It is hard to comment on finances which obviously relate to sustainability as past endowment situation sounds somewhat ridiculous.... I suppose staff/faculty should have salary partially through grants; which I believe is the current/recent past model. There should also be more accountability re. capla. i.e. not just better integration, but discussions whether strategies fit with strategic goals. Is work moving research forward or just repeating the past? i.e. how smart is the work flow/products that are produced and how current are they. So some form of APR/yearly reflection etc
- Large multi year grants. Multi discipline projects engaging science and engineering

- There are many opportunities to generously fund research and community-based projects. When working at the Frank Lloyd Wright School of Architecture, we acquired a \$800k commission to involve Taliesin in a 4-year research: Provided that there is a real interest in an area and/or in a subject, passionate faculty and researcher can support fund-finding through a number of professional and personal networks. This, added to the regular and more traditional grants and funding sources, will make the Drachman Institute rather solid in its finances.
- Base funding from college, a % of funds from grants and contracts (overhead), and large contracts and grants to fund programmatic work.
- grants writing to secure contractual projects
- Grants, endowment growth, fundraising...
- It looks like Grants and Research funding is the main source. It sounded like there was also the possibility of Drachman providing consulting services to both the state and companies, which could be another source.
- No particular ideas, sorry.
- DI needs to develop a focus on Public/Private Funding for any and all sponsored activities or outreach activities. A SWOT analysis should be carried out specifically on funding to identify all options, risks and potential for success.
- no
- It would be good to find out what happened to the endowment. Sources such as cooperative work with COT, Pima County, Saguaro National Park, Desert Archaeology and Statistical Research should be pursued.
- Rob Miller, Mary Hardin, and everyone else should be actively going out and looking for new endowments, as well as allocating a steady proportion of tuition-based funds for staff and grant-applications.
- Keep applying for proposals. Hire PhDs who know how to conduct research.

Q15 - Please let us know any other comments, suggestions, or concerns regarding the Drachman Institute.

- I think it is too valuable a resource to the college's units and to the community to not put the effort into making it what it can be. I might have others but I'm going to miss the 5:00 deadline.
- My personal view is that since it is called the Roy P. Drachman Institute for Land and Regional Development Studies it ought to, well, be engaged in "land and regional development studies." It's also where the money is. By aligning the MRED program with Drachman (I recall Drachman was a real estate developer), an integrated education-research-engagement opportunity can be created. The DI/MRED combo opens doors among RE-related donors who will support much of its operations and provide key endowments. This is the model used elsewhere with great success. It can also lead to sustainable funding. But unlike other straight RE research centers in collaboration with RE-related degree programs, "our" DI would include other key mission areas and collaborations with CAPLA and across UA. It is a different model from the past and what appears to be the emerging model from the dean's office, but it is also one that probably has the most promise for long-term, sustainable funding success.
- The biggest question is whether CAPLA wants to have centralized support for community engagement and research support including faculty support for fund-seeking, proposal writing, technical expertise, project management and tracking, product quality control, and client relations. If so, the above model should be adopted.
- better record keeping and accountability / transparency...how come our financial director of a few years has no idea what has happened to the endowment?!

- We would like to stress the importance to act now, not necessarily waiting for a new Dean to move forward with a great plan. There is a lot of work to be done to bring Drachman Institute back up where it should be, and the more we wait, the harder it will be to succeed.
- Drachman as a student-focused research institute for all CAPLA students could be a game-changer for the college and, more importantly, for the students.
- I associate the Drachman with design build and community outreach.
- DI needs to create a mission that will get buy-in from the college and the university and show how it can add value.
- Drachman could served as a center for arranging student internships.
- Let's do this! Never Settle!
- Keep it going!



**Drachman Institute
Program Review Self Study
2012-2018**

Community Feedback and Survey Results





December 2016

College of Architecture, Planning, and Landscape Architecture

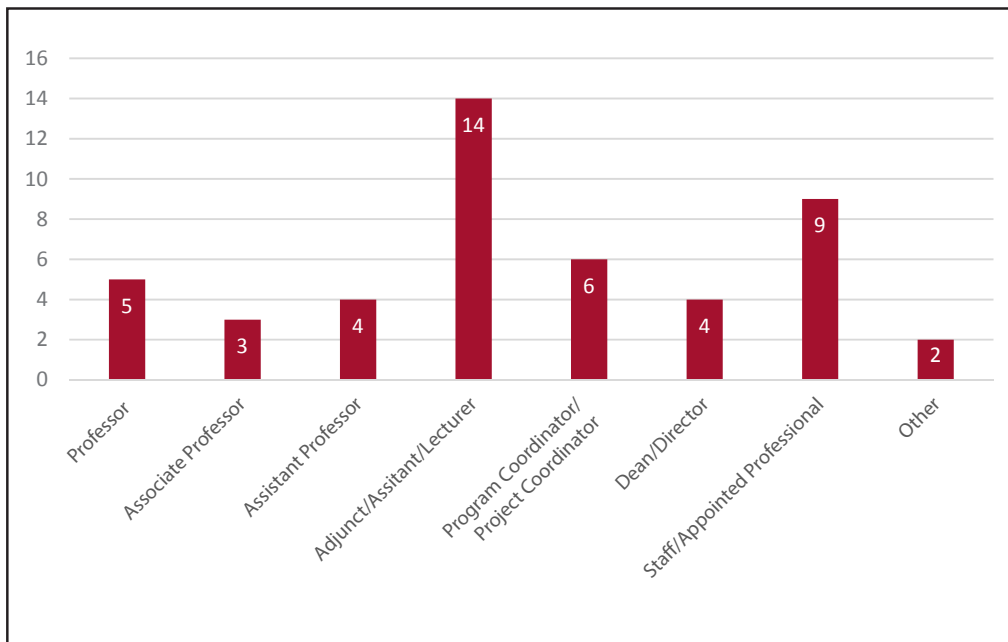
Drachman Institute Feedback from the Community

On October 17th, Gina Chorover, Kelly Smith, and Laura Jensen from the Drachman Institute, along with Courtney Crosson, Assistant Professor in the Architecture Degree Program, delivered a presentation to CAPLA faculty and staff in order to kickstart a visioning process for the future of the Institute. As a result of recent changes in leadership, including the current search for a new CAPLA Dean, Drachman has solicited input from interested faculty through an online survey and is embarking on an RFP process in order to best determine the Institute's future role in both the college and the larger community.

This document contains the results from the online survey that was emailed to 197 community members, including all neighborhood association presidents in the City of Tucson; government, for-profit, and non-profit partners; and several former Drachman employees.



Q1 – How familiar are you with the Drachman Institute's mission and previous work?



Q2 – In the past have you worked with the Drachman Institute (in any capacity)?

	%	Count
Yes	70.3%	52
No	29.7%	22
Total	100%	74

Q3 – In what capacity did you work with the Drachman Institute? (check all that apply)

	%	Count
I worked as a DI employee	19%	8
My organization was a non-profit partner on a project with DI	26.2%	11
My organization was a source of funding for a DI project	21.4%	9
My organization was a government partner on a project with DI	35.7%	15
I (or my department) was an academic partner on a project with DI	9.5%	4
I (or my organization or neighborhood) was a recipient of community design services	28.6%	12
I (my organization or neighborhood) was a recipient of research services	14.3%	6
Other	26.2%	11

Q4 – Please describe any positive aspects of working with (or for) the Drachman Institute: Responses fall into the following categories:

High quality/professional work

“Students were organized and prepared, presented themselves professionally.”

“Very professional and diligent. Provided high quality and robust research which few non-profits are capable of conducting on their own.”

“Responsive and professional organization and personnel.”

“The City of South Tucson has received high quality research and planning services numerous times over the years in areas such as housing and transportation planning. The Institute has strongly supported South Tucson’s efforts to develop the El Paso and Southwest Greenway project.”

Benefits to students

“Experience of working with real clients, learning from knowledgeable staff, having a flexible schedule, and working on exciting and real community-based and meaningful design was invaluable as an architecture student.”

“Collaborative environment, great leadership, good place to gain experience for CAPLA students.”

“It was very rewarding to see the professional growth of students working with the community and to see the community benefits of working with CAPLA students.”

“My student employment at the Drachman Institute was my first job in architecture and I loved it. I got into architecture to contribute back to my community and I felt great about every project I worked on from designing housing for Habitat for Humanity, to helping underserved communities such as Apache Junction, Avondale,

the Navajo Nation, and South Tucson...The Drachman Institute prepared me for, and contributed to my role in architecture and in giving back to the community as I do.”

Community Engagement

“Work done by Drachman filled void in community for projects that neighborhoods could not afford to hire consultant; provided students with real projects in the community to work on...provided visible outreach to the community.”

“Always great at framing the issues and engaging the community.”

DI work helps neighborhoods to get grants

“The work and history we had with the Drachman Institute assisted with our neighborhood to secure funding with Pima County Neighborhood Reinvestment grant.”

“We were able to use the DI information to apply for grants. We were chosen as a Back to Basics Neighborhood twice because of the design work we received from the DI. We also were able to take that information back to the County for some reinvestment money.”

Neighborhood plans now implemented

“Drachman helped us envision an entire neighborhood plan. This plan was incredibly important to us in both gaining shared understanding and passion for our vision, and using images from Drachman’s plan in grant proposals to actually realize the neighborhood features in the plan. To date, many of the features have been implemented, including chicanes, a pocket park, a greenway down 5th avenue.”

“Working with the Drachman Institute, the County was able to provide first time homebuyers with innovate new home design and construction as well as provide investment in an older neighborhood.”

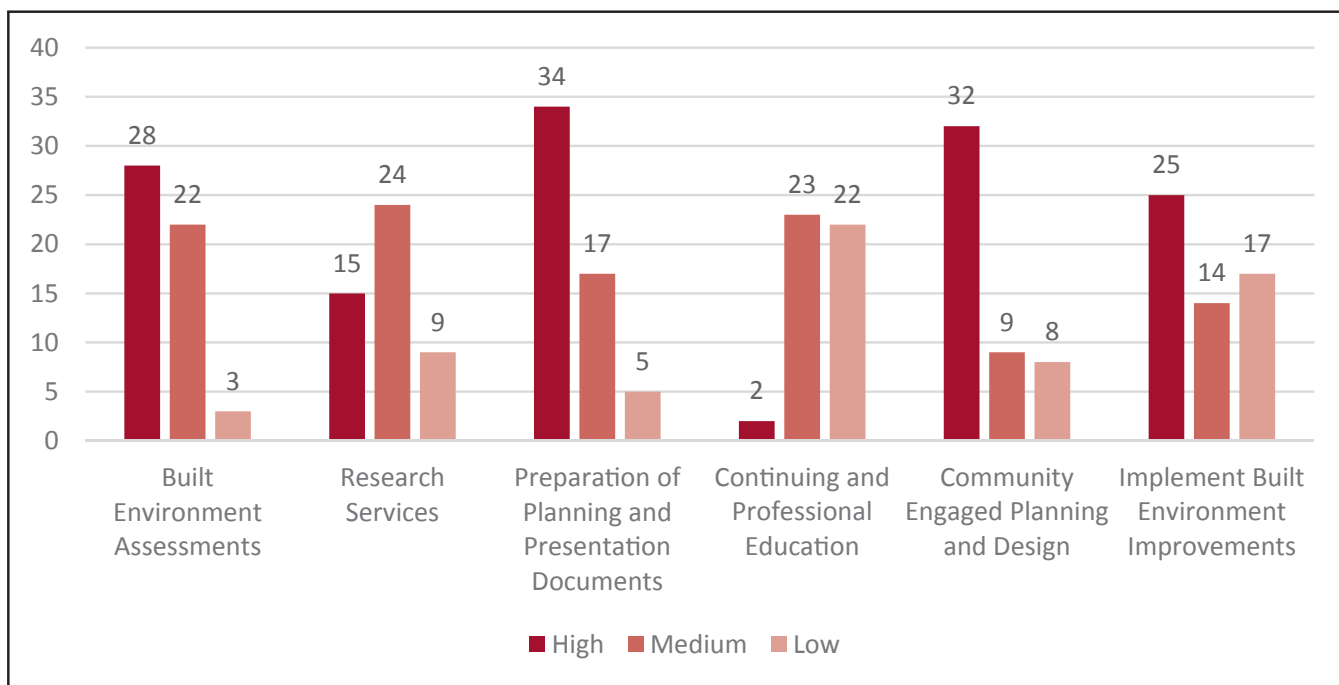
Q5 – Were there any specific challenges or negative aspects of working with the Drachman Institute? Please explain.

The majority of responses indicated that there were no negative aspects of working with the Drachman Institute. However the following issues were brought up:

- The high Indirect Rate required by the University
- While neighborhood plans are important, getting them funded and implemented is a problem; a lack of follow-up
- The relationship to CAPLA was unclear; lack of support from CAPLA; for those individuals that worked for the Drachman Institute, the lack of support and the stress of finding funding was always an issue.

Q6 – In your opinion, how could the work of the Drachman Institute best benefit the community? Please rank order the following six items in terms of community needs (or the needs of your particular organization or your neighborhood). Drag and drop the responses into “High Priority,” “Medium Priority,” and “Low Priority,” with no more than three in each category.

Number of people indicating the following were a High, Medium, or Low priority for the community:



Overall Rankings: Within each priority column items were ranked between 1 and 3. Those values were recoded on a scale from 1 (lowest priority) to 9 (highest priority) and then totaled to create an overall ranking.

Results from highest priority (most points) to lowest priority (fewest points):

	Total Points
Preparation of Planning and Presentation Documents (historic preservation plans, transit-oriented development, neighborhood and regional master plans, graphic design)	389
Provide Built Environment Assessments (inventories, GIS mapping, demographics, open space, transportation, and housing, etc.)	351
Offer Community engaged Planning and Design (small group facilitation, public participation workshops, design charrettes)	326
Implement Built Environment Improvements (walkability, bikeability, traffic calming, tree planting, community gardens, exercise paths)	307
Provide Research Services (quantitative, qualitative, project reporting, physiological and environmental sensing)	258
Offer Continuing and Professional Education (workshops, credit and non-credit courses)	164

Five people added “other” priorities:

- The ability to bring cultural people together.
- Continue the Heritage Conservation Program.
- High priority is to continue providing hands-on structural assessments and stabilization/restoration.
- Contribute to the education of students by giving them real world problems to work on, and training them in the realities of working for and in cooperation with underserved communities.
- A high priority may be students providing (and learning) how to do and provide HIAs – Health Impact Assessments for potential housing developments.

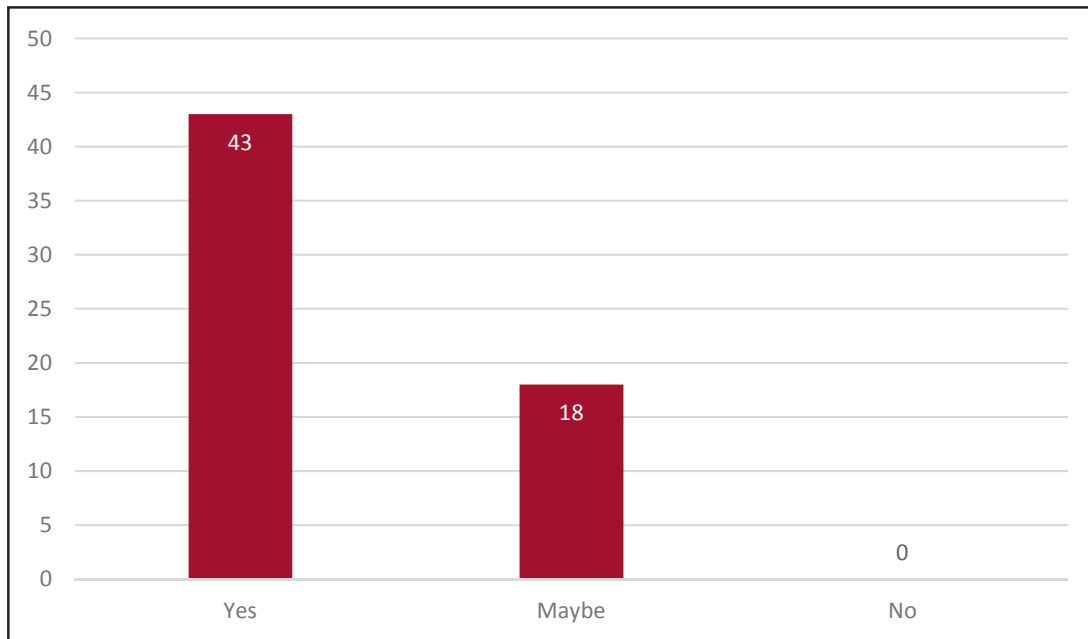
Q7 – Do you have any additional comments on community needs and the role of the Drachman Institute?

Individuals from certain neighborhoods pointed out their specific needs as a community, such as park improvements and pedestrian and bike safety. Some indicated that getting their community engaged is a problem, and that Drachman has played an important part in facilitating that engagement in the past. Furthermore, organizations that used to provide services to neighborhoods (like PRO Neighborhoods) no longer exist, and Drachman Institute can fill that void.

Others said that implementation is the problem – *“We have assessments, assessments, plans, plans, and more plans. What we don’t have is anyone who can actually help us find money and implement any of the plans or abate any negative issues seen during assessments.”*

It was mentioned that the Drachman Institute needs to have a clear mission statement and communicate effectively with the public about what services they can provide.

Q8 – Would you or your organization be interested in working with the Drachman Institute on projects in the future?



Q9 – Please explain why you would or would not be interested in working with the Drachman Institute.

Note that all of the respondents were interested in working with the Drachman Institute in the future. Many reiterated that they have numerous community needs that could be addressed by the Institute. Others pointed to the unique position that Drachman is in to provide services:

“This is a valuable community resource and needs to be preserved. The Drachman Institute has the ability to pull together unique assets that are almost impossible for anyone else to replace in our community. Academic knowledge, reputation, student enthusiasm and effort, volunteers, local partnerships, national and international connections, technological capacity, wide-ranging expertise through multi-college collaborations, ability to properly collect and use sensitive information, and the ability to disseminate findings.”

Q10 – Please let us know if you have any other comments or suggestions regarding the future of the Drachman Institute.

Final comments were overwhelmingly positive, encouraging Drachman Institute to continue its important work. Responses fell into the following themes:

Drachman Institute plays an important role bridging the University with the outer community:

“I believe there is a continuing role for strong community outreach efforts by the UA, exactly the kind of service the Drachman Institute has provided over the years. I hope there would be a redoubling of the commitment to these valuable community development services.”

“It is important for the College to engage the community by providing expertise that directly benefits the people of southern Arizona and fill needs that would otherwise remain unaddressed. It benefits the students as well since it ties real projects and people to their academic experience, which again, they may not get otherwise. A college without outreach is self-serving and stagnant.”

“It seems that DI was an important program/department that linked the University with its wider community.”

Drachman Institute plays an important role for students:

“I came to the University of Arizona’s School of Architecture because of the Drachman Institute. It was important to me that my education connected me in real ways to the community I wanted to serve. I was not alone in this – I remember the widespread and passionate interest in employment opportunities at the Drachman Institute. If the University, the College, and the School of Architecture wish to continue to attract, retain, and grow professionals who care about and actively contribute to the community, they will find a way to continue the amazing traditions of the Drachman Institute.”

“Students working with the Drachman Institute often cultivate a strong social ethic that carries with them throughout the duration of their careers, regardless of where they end up working. This is a critical component of improving our society’s collective future and a positive impact that extends far beyond the Drachman Institute.”

Drachman Institute has a positive reputation and has played an important role in the community:

“Your Institute has a great reputation and we would welcome the opportunity to work with you.”

“Your work is vital for the health and well being of all of our communities. Please, please, please continue. Now more than ever we need your presence and your skills!”

“Please continue to assist neighborhoods in all the capacities that are possible given your funding resources. Thank you for your work up to today, and I sincerely hope that the programs of the Drachman Institute can be expanded throughout the city in communities who are struggling. Please focus strategies on writing grants and coming up with funding so that neighborhoods can continue to thrive.”





December 2016

College of Architecture, Planning, and Landscape Architecture

Drachman Institute Feedback

from the Community

open-ended responses



Q5 - Please describe any positive aspects of working with (or for) the Drachman Institute.

- Please describe any positive aspects of working with (or for) the Drachman...
- Drachman Institute is very important to put together preservation workshops for NPS employees and their sister organisations in Mexico along with college/trade students.
- The City of South Tucson has received high quality research and planning services numerous times over the years in areas such as housing and transportation planning. The Institute has strongly supported South Tucson's efforts to develop the EP&SW Greenway project.
- Experience of working with real clients, learning from knowledgeable staff, having a flexible schedule, and working on exciting and real community-based and meaningful design was invaluable as an architecture student.
- The work and history we had w/the Drachman Institute assisted with our neighborhood to secure funding with Pima County Neighborhood Reinvestment grant for a paved multi use/multi generational walking path through the heart of our NH helping to connect N/W/S/E areas. Work to be completed sometime this Fall. We were also able to enhance a small portion of our NH w/trees off Liberty at Apollo Middle School. They also helped with our NH Plan.
- Passionate past Director
- Mountain View Neighborhood received trees, advice and help.
- Through work with Northwest Neighborhood, Drachman helped us envision an entire neighborhood plan. This plan was incredibly important to us in both gaining shared understanding and passion for our vision, and using images from Drachman's plan in grant proposals to actually realize the neighborhood features in the plan. To date, many of the features in this 2008(?) plan have been implemented, including chicanes, a pocket park, and greenway down 5th Ave. Through my work at the Community Food Bank, we worked closely with Drachman Institute 2010-2012 through the CPPW grant. It was an excellent partnership that allowed the built environment aspect to be addressed alongside other aspects like food and health access, and many great investments were made in partnership with schools and other community-serving sites.
- Great work. Student enthusiasm.
- They provided a series of innovative custom designs for affordable homes on small narrow lots, engaging architecture students in the planning, design and construction of the project.
- Collaborative environment, great leadership, good place to gain experience for CAPLA students.
- The ability to bring people and projects together. The Afghan project, TICRAT, working on National Park's

cultural resources as well as working with other government agencies were important to cultural peoples and cross cultural individuals in bringing a sense of importance and relevance to its cultural traditional sites. The work that Dr. Suzanne Bott and Mr. Brooks Jeffrey accomplished was by most accounts, simply tremendous efforts in fostering the level of care to sites and cultural ties that would last far into the future.

- In 2006, neighborhood association received design assistance with a traffic calming and landscape project - 2 students from Drachman assisted in a plan and working with neighbors. Very successful in researching, involving neighbors (we held meetings), and producing a proposal with several options to vote upon. Ultimately project was funded and implemented faithfully to the plan - 10 years on and result is surprisingly close to the vision presented. Students were organized and prepared, presented themselves professionally.
- Work done by Drachman filled void in community for projects that neighborhoods could not afford to hire consultant; provided students with real projects in the community to work on; provided opportunities for students to work with other students in other majors, working in multi-disciplinary teams; provided visible outreach to the community; highlighted historic nature of urban development and brought historical elements of the community to the forefront
- Always great at framing the issues and engaging the community.
- Working with Brooks Jeffrey and various of his students on multiple projects over time is my primary direct involvement with Drachman Institute. The focus on community-based projects was always a positive. All projects were good examples of collaborative working relationships.
- I collaborated with the Drachman Institute in the creation of a 3D BIM model of the Garrett Eckbo Landscape at TCC. Working with Brooks was a joy. He is extremely knowledgeable about historic preservation, documentation, and how to motivate the diverse student populations to work to their best potential. His work ethic and humility are a great asset.
- Great work, great outreach
- The Drachman Institute was retained by the City to assist in developing two Neighborhood Plans. It was incredibly helpful to have the Drachman's skills and expertise in preparing these plans. Not having the Drachman available to assist with such projects has been a noticeable loss for the community.
- KNOWING THEIR SKILL LEVEL - AT SOME POINT WAS OPING TO USE THEIR EXPERTISE ON A PROJECT.
- Good creative talent and tremendous opportunity to strengthen town/gown relationships.
- I am from the Keeling Neighborhood. We were able to use the DI information to apply for grants. We were chosen as a Back to Basics Neighborhood twice because of the design work we received from the DI. We also were able to take that information to the County for some reinvestment money. Our working experience was only positive and extremely helpful.
- Formalizes the plans made by the neighborhood and is accepted by the city
- I have been in Tucson a long time and remember when the Drachman Institute was founded and have followed its changing path from community design workshop to transportation research powerhouse to help here and there. I would like to see it have a more constant focus on neighborhoods. We have so many issues, from dealing with road widenings to student housing to changing demographics as neighborhoods turn over. The city is talking about doing away with neighborhood plans, but we in the neighborhood need to feel we have a say in what happens on our periphery as well as in the middle and we need the expert help of a group like Drachman. We need a voice of reason that is looking at best practices throughout the world and sharing them, so we can dream to be a great city. While we dream, we also want to hold onto our historic venues; we are a scrapbook of architectural history and need to be preserved so people can experience the different kinds of architecture, not just see them in pictures. You can help us with that.
- Very professional and diligent. Provided high quality and robust research which few non-profits are capable of conducting on their own.

- The Drachman Institute has been a valued part of the community for years providing an outsider view into housing issues and offering insight into organizational development like no other entity in the area.
- Access to research tools and community models. Flexible services on a broad spectrum. The Drachman Institute could convene stakeholders and work on studies that were outside the scope of local government.
- Responsive and professional organization and personnel
- The DI provided assistance on some Forest Service and BLM efforts, and sought to include these Fed agencies in others. Regardless the specific relationship, my experience with Brooks Jeffrey, his staff, and students working under the DI umbrella was uniformly positive and extremely helpful in achieving mutually beneficial outcomes.
- The Drachman Institute under the direction of Corky Poster was an incredible and important resource for our community. The thoughtful and meaningful engagement has left a lasting mark on our city.
- The Drachman Institute's core values of service-learning, collaborative partnerships and community impact have been developed through previous leadership in the following ways to benefit students at CAPLA and the community:
 - Development of the Heritage Conservation certificate program;
 - An international summer program to attract future graduate students
 - A model for practical service learning based on external project funding;
 - International partnerships through the UA Global Initiatives.
 - Engage the community through outreach and partnerships
- Brooks, Helen and student teams were amazing, provided excellent work and recommendations. DI is an asset for Az.
- My student employment at the Drachman Institute was my first job in architecture and I loved it. I got into architecture to contribute back to my community and I felt great about every project I worked on from designing housing for Habitat for Humanity, to helping underserved communities such as Apache Junction, Avondale, the Navajo Nation, and South Tucson. The work contributed to those communities, and greatly enriched my education. After graduating I had a chance to contribute to historic preservation efforts at the Hubbell Trading Post, Rocking K Ranch, Organ Pipe National Monument, and the Tucson Community Center. The Drachman Institute prepared me for, and contributed to my role in architecture and in giving back to the community as I do by serving on the Tucson Pima County Historical Commission.
- Drachman undertook interesting projects which I enjoyed working on. They provided helpful services to neighborhoods.
- Drachman brought wonderful mapping resources to our project and gave me and others a good foundation on urban design.
- I was the Associate Director 1991-2003 and the Director 2003 - 2009. We did an enormous amount of great community work, brought in hundreds of thousands of dollars of outside money, and employed scores of students in a learning/intern capacity.
- Working with the Drachman Institute, the county was able to provide first time homebuyers with innovative new home design and construction as well as provide investment in an older neighborhood.
- It was very rewarding to see the professional growth of students working with the community and to see the community benefits from working with our students.

Q6 - Were there any specific challenges or negative aspects of working with the Drachman Institute? Please explain.

- None, they did a great job in in workshops, each unique to the setting.
- Not really. There were some consistent IT/ software issues with available computers, but this was years ago.

- None that comes to mind.
- Getting neighbors to help.
- In both situations, the partnership with Drachman was overwhelmingly positive.
- Ridiculous indirect rate that should be negotiable pending the scope and population of the project.
- Production (construction) capacity was limited to one home per year.
- N/A
- Drachman Institute was quick to minimize and resolve any issues that could have created problem challenges.
- While not a direct requirement, gaining cooperation and seeking funding assistance from City of Tucson DOT and Pima County for the project was far more challenging. In other words, Drachman produced a plan, but getting it funded and developed was the problem. The process of seeking funding and getting cooperation was confusing. Inexperience from neighborhood on how to engage caused excessive work/re-work. Dealing with the City and Pima County can be generally unpleasant - dismissive and capricious decisions seem the main theme. How to go about finding community funding sources was the biggest challenge - arbitrarily both received funds and were denied.
- DI needs to strengthen their collaboration with client groups. There needs to be more communication and clarification of expectations from all the parties involved. This includes understanding the needs of the students, faculty or supervisors, partnering organizations, and clients.
- Drachman does amazing work with limited resources. Our neighborhoods/community need much help in terms of planning, neighborhood preservation, assessment of resources and working together to create/enhance livable community . resources for Drachman need to be increased.
- The experiences were almost entirely positive. The only challenge for the City was when the Drachman was working directly with neighborhoods on plans (without a government partner/client). In those case, sometimes the neighborhoods thought the complete plan was an "official" plan, which wasn't the case since they hadn't been adopted by Mayor and Council. The City pointed out this confusion to the Drachman and asked if they could help neighborhoods understand the process for having a neighborhood plan officially adopted.
- No
- See above. Didn't look ahead to see where to put my ideas.
- Did not always see our organization as a true "client." Pushed own desires/agenda at times regardless of needs of the organization (such as design choices).
- As a community member, contractor, or participant in any of the studies or events I have never had a negative interaction with the Institute.
- The current role of the Drachman Institute is unclear. There needs to be timely follow-up and a direct connection project implementation related to the ideas and concepts that come out of the Drachman Institute work.
- Relationship to CAPLA was unclear
- In recent years Dranchman seemed disengaged in our city and less involved in leading good urban design and livability. Dranchman could and should be a leader in our city an independent voice for best practice.
- I had no negative experiences working with the Drachman Institute. It is clear the program endured exceptionally difficult economic times. While I have no knowledge that the available funding from the endowment was stripped and used elsewhere, I understand the Drachman Institute in recent years was forced to rely nearly entirely on outside funding to serve its mission. In addition, the Director of the

Drachman Institute by necessity held more than one position at the UA. It is difficult to achieve success when there is only a part time commitment to the program.

- Costs seemed a bit high, the only really negative aspect was preservation of adobe - requested consideration of durable surfaces meeting the Secretary's standards, and agreed this was possible, but not implemented - investments for the structure's exteriors was wasted, work needs to be done again... indeed, required remediation the next year.
- The uncertainty of funding for the Institute was stressful, making me wonder if I should work elsewhere for my own professional security.
- Hiring processes are challenging.
- Great partners (Marilyn Robnson and Katy Gannon) and very skilled and helpful grad students.
- Drachman Institute had great support from Deans Hershberer, Eribes, and Albanese. We were supported by state money which leveraged many times that amount of grant funding. That support disappeared with the Deanship of Jan Cervelli and subsequently the productivity of the DI waned with it.
- In my opinion, it was a challenge in getting the Research out into the community among other developers of affordable housing and funders so they would be able to understand and appreciate the benefits of the design and conservation technologies achieved by this project - the Civano Demonstration Grant.
- Finding funding and other support for all the important work that was put in front of us was challenging. Lack of support from within the College was especially disheartening.

Q7 - In your opinion, how could the work of the Drachman Institute best benefit the community? Please rank order the following in terms of community needs (or the needs of your particular organization or your neighborhood). Drag and drop the responses into "High Priority," "Medium Priority," and "Low Priority," with no more than three in each category.

Q7 Other Priorities (please explain):

- The ability to bring cultural people together
- Continue the Heritage Conservaiton Program
- High priority is to continue providing hands on structural assessments and stabilization/restoration
- Contribute to the education of students by giving them real world problems to work on, and training them in the realities of working for and in cooperation with underserved communities.
- A high priority may be students providing (and learning) how to do and provide HIAs - Health Impact Assessments for potential housing developments.

Q8 - Do you have any additional comments on community needs and the role of the Drachman Institute?

- I am excited to think there is a possibility to engage the Drachman Institute (and it's graduate student body?) in helping my neighborhood with a few projects. The first is to design and then seek funding for a shade structure to go over the kids play structure in our neighborhood park. The second would be to help us envision what we'd like the bike-ways to look like once the city (eventually) funds and implements them. And finally I have been thinking about trying to make a plan of some sort that would set the vision for any new developments or re-developments in the neighborhood
- The program needs to continue with the positive relationships that are set up. They provide a great opportunity to exchange and teach preservation practices.
- Community engagement is poor in our neighborhood. Street scape enhancements and public spaces

become maintenance problems needing tree pruning Bermuda grass, buffle grass pulling and trash cleanup. Our neighborhood is primarily low income and students. There is a real need to improve the bike and pedestrian ways in a way that is managed by someone other than the residents or is hardscaped in a way that requires little maintenance. This is a design challenge that could be taken on by DI and evolved to be implemented in many parts of the city. Or develop a mechanism to improve maintenance for planted enhancement areas.

- None
- Increase visibility of the Institute across the community.
- We've participated in many workshops with various groups and organizations (UofA Planning Dept, Pima County, and possibly the Drachman Institute (prior to me becoming President of Garden District neighborhood association). We have assessments, assessments, plans, plans, and more plans. What we don't have is anyone who can actually help us find money and implement any of the plans or abate any negative issues seen during assessments. That is why our top priority would be someone who can help us implement some of these great ideas we have from all of our planning and assessments. It is very frustrating to have needs, but no money for any infrastructure. We have been successful at 2 large grants for 1 mile of sidewalks on both sides of Columbus St. and a pedestrian path on a half mile stretch of one side of Pima St., but we did that on our own. We need people to find and secure grants (private and public - if they ever become available again) for our projects. Our neighborhood is overrun with low income and therefore, not many people who can work on securing funding for needed improvement. There are only a handful of people working for the 7000 residents we have here. It's not effective in really implementing the improvements that we need for all of these people.
- Looking forward to continued participation/partnership in assisting to create positive change in our community.
- As populations increase in our cities and community funds decrease, it is becoming imperative that smaller groups of individuals come together to plan and work for improvements in our communal spaces. We have all watched things deteriorate over the past years as priorities have shifted and budgets have been slashed. That is the new reality. We can no longer rely on governmental entities to maintain much less developed new communal use areas. It is up to Neighborhoods and concerned groups to work together with law enforcement, and city and county services to identify and develop plans for addressing problems. The Drachman Institute needs to remain in the forefront of that effort with it's efforts to engage small groups to develop and implement their own plans. Thank you for helping us all to take ownership of our surroundings.
- Drachman has been an important community asset- hope that can continue!
- No
- The Drachman Institute needs to be at the forefront to continue to lead, advise, facilitate and effect good work and projects for the surrounding community(ies).
- Generally seems low awareness of Institute's mission and available community services. Neighbors associated with the University provided Drachman contact. We also had worked with R. Brooks Jeffery on other projects before.
- I think that the Drachman Institute (DI) needs a clear mission statement and should develop a strategic plan to implement that mission. It seems that pursuit of funding has led to lack of mission focus. I don't understand the endowment base that DI has, but I was under the impression that DI was not fully able to direct its core funding into the activities that would allow it to truly focus on mission. While I moved around the items on the list provided above, I'm not sure that I have a real idea how those items address the Mission of DI. That should be your starting point.

- The Drachman Institute creates synergies that bring tremendous benefit to our community. The University of Arizona can be proud of this work.
- Announce new services/programs as they become available. Do you require fees for services? Do you have grants available?
- Tucson seems to lack an engaged vision of how to preserve neighborhoods and how to encourage appropriate growth and infill that sustains rather than destroys our community fabric.
- No
- The area north of the University of Arizona will be greatly influenced by the Grant Road project. A coalition now exists of five contiguous neighborhoods to attempt to get green space and pedestrian/ bike safety amenities. The recently completed Park Avenue Project was to provide a safer route to UofA. Ten years in the making and it is finished--very poorly implemented without ongoing stake holder input (four neighborhoods wrote the grant). It is still unsafe for bikes. Phase 2 of Grant Rd will be completed (supposedly) by Aug 2016. If the city is awarded the NPS grant (for the Tucson Heritage Park and Health Trail which the coalition initiated) it will need planning and workshops for stakeholder input. Phase 5 comes back to the "Central Segments" (First to Tucson Blvd) in 5 to 7 years. As of Nov 1 the city changed the project manager. Neighborhoods must have written plans, get city commitments in writing, etc. as the city has little means of institutional memory
- I think it needs to have a visible role so that people know who to call on it when needed. I think it should take the approach that here is the best thing we think we can do for this neighborhood/community given the values and constraints we were told and let the neighborhoods deal with the politics. Above all, it should not be abandoned. I knew Roy Drachman and how proud he was to have establish this Drachman Center. It would be a real shame to let it go because no one wanted to be its champion. We need good planning in this metro area and the communities seem unwilling/unable to deliver that. With a research 1 university in our community, they need to be the leaders, to set high standards about what can be and should be done. Don't abdicate to the powers of inertia.
- I am the Secretary for the Loma Verde Neighborhood Association. A city park, Sears Park, borders our neighborhood. Our neighborhood and the park have been here since around 1960. Currently, our Neighborhood Association is beginning a plan to bring our neighborhood park back to life. The park is dying. We have lost many trees and the landscape, which is primarily grass, is suffering. We've been told by the Parks and Recreation Department for the City of Tucson that the sprinkler system is in need of major repair and there is no money in their budget to make the required repairs. There are other issues with the park as well. Our project, which I've named the Sears Park Improvement Initiative could use help in planning the restoration of the park.
- Please continue to collaborate with neighborhoods and communities on projects that benefit everyone involved. The Design-Build Program that Professor Mary Hardin runs should continue to be utilized to build affordable housing throughout the Tucson community. Focus on Urban Infill and Historic Preservation projects which benefit everyone.
- All of the ideas noted above would be of great benefit to the community, but there needs to be sufficient resources allocated to the Institute for any of them to succeed. To make these tasks priorities without support is not realistic.
- When the profit motive drives all design and preservation work, the community suffers. When only the rich and powerful have access to professional design and preservation expertise, the community suffers. The Drachman Institute is the perfect place to organize, facilitate, and develop the skills needed for professionals to give back to their community and the world. Tucson, Arizona, and the southwest would be a much more sterile and less inviting place without the direct and indirect contributions of the Drachman Institute.

- Dick Eribes once described the Drachman Institute as the “crown jewel” of CAPLA. With his support it became that.
- See comment, above, re: Health Impact Assessments. Also, I would suggest the Drachman Institute become a member of the Arizona Partnership for Healthy Communities. ASU has been involved and produced work (through interns) contributing to various efforts of the partnership. It also gives students and the U of A statewide visibility and access a diverse group of governmental, nonprofit and for profit entities working together on projects and programs.
- The few groups that used to provide services to neighborhoods and community organizations no longer exist (PRO-Neighborhoods among others). Bringing groups together to study and envision changes and improvements to the physical environment is missing in this community and region. The development of graphic representation of community ideas has been a valuable tool over the years, helping both the community and our students in their professional development.

Q10 - Please explain why you would or would not be interested in working with the Drachman Institute.

- I think there is a lot of potential for our community to benefit from their expertise. It would be beneficial for us to build stronger ties to the UA, too. We are so close!
- I have a strong interest in seeing and participating in these preservation workshops to further our collective interest in our cultural resources.
- limited time
- If we encounter a project we would appreciate your help
- I consider the Institute to be a major “think tank” sort of organization for our community... and would like my neighborhood to take advantage of the Institute as an important resource.
- The City of South Tucson faces a number of challenges, not the least of which is a severely constrained budget. The ability to draw on the resources of Drachman Institute -- often at no cost or low cost -- is a tremendous boost to our planning and community development efforts.
- My values align with the DI’s mission and vision.
- knowledge gained is always a positive.
- I am currently working with the TPD Westside Division Commander and his Lieutenants, City Parks and Recreation, and the Ward 1 Council office to come up with a plan to reclaim neighborhood use of Greasewood Park. We have some ideas but could sure use help in bring it all together and implementing our plans.
- Based on experiences previously explained.
- Transportation
- Engaging in out of the box thinking helps all of us dealing with the challenges of the neighborhoods in the vicinity of the UA and downtown. We will be having redevelopment on the edges of the neighborhoods. The interface will be critical to the maintaining of quality SFR housing that is the core of these neighborhoods.
- Would be interested to working with Drachman on new housing and community development projects, studies, surveys in order to utilize the data and resources the organization has developed over the past 20 - 30 years
- They bring such a level of expertise and professionalism to all their endeavors. They produce a product, ALWAYS!
- We have not had a opportunity or need to work with the Drachman Institute in the past, but we don’t know what the future may bring.

- important to connect research to policy and implementation
- Currently living and working in a different state, but would recommend Drachman to other people and organizations
- Not sure if we have common areas of intersection.
- As the Computer Aided Design (CAD) Department Chair at Pima Community College, I hope to collaborate on service learning opportunities in the future. Our students have software expertise that is of value for base mapping. This may include HALS reports for historic parks or historic streetscapes.
- We are interested in doing a neighborhood plan and in applying for historic status.
- This is a valuable community resource and needs to be preserved. The Drachman Institute has the ability to pull together unique assets that are almost impossible for anyone else to replace in our community. Academic knowledge, reputation, student enthusiasm and effort, volunteers, local partnerships, national and international connections, technological capacity, wide-ranging expertise through multi-college collaborations, ability to properly collect and use sensitive information, and the ability to disseminate findings. Without the Drachman Institute local entities are forced to build this kind of capacity from scratch for every project, which is unfeasible and causes mission scope creep. DI serves a wide population, including The most vulnerable who benefit greatly from the important work.
- Working with knowledgeable people that are informed about best practices in development in neighborhoods is an asset . Neighborhoods lack the resources/ skills to do so.
- Having the Drachman Institute available to provide planning related services to the community would be a tremendous asset. In the past, the Institute has provided an important link between the University and the city; given students hands-on, real-world experience; brought new ideas to the table; and contributed to preserving and enhancing the special built and natural environment in which the Institute is located.
- For ideas and guidance in procedures to follow.
- THEY HAVE A LOT OF EXPERTISE ON SOME ASPECTS THAT THE NAY-SAYERS OF THE NEIGHBORHOOD WOULD FINALLY UNDERSTAND THAT THE NEIGHBORHOOD BOARD HAS A VISION...AND THEY ARE NOT THROWING OUT CONCEPTS INDISCRIMINATELY!
- Campbell/Grant corner will see drastic changes in Phase V Grant Road widening. We need help visioning the four corner area in a manner that includes neighborhoods, commercial land owners, and lessees.
- If we could come up with a good plan to improve our neighborhood it could only be a positive situation. Our neighborhood has a huge problem getting neighbors involved. That would be the first thing we would need to tackle. We have never been able to figure out how to get neighbor buy-in to our 'hood'. If we could get help with that it would be great. We only have people show up when we have a free event.
- Time involved.
- To lead planning workshops. To bring research based suggestions to stakeholders as they vision the Heritage Park.
- As a retired professor of planning, I feel I have something to offer neighborhoods and communities and Drachman Institute would be good venue.
- See above
- Well, I do for profit development and am not sure if that fits within your mission. Additionally, I'm not sure how I'd use you, in place of civil engineers?
- I would be interested in improving the aesthetics of any given neighborhood, encouraging the neighbors (property owners and renters) to care for and have pride in their neighborhood, their own living spaces... encourage zeroscape design with low maintenance at low costs.

- As a neighborhood, we are struggling with how to work with gentrification in our area, and we need creative ways to maintain a portion of the neighborhood as affordable. In Dunbar/Spring Neighborhood, we are an eclectic mix of folks and we intend to keep it that way. We are interested in collaborating with the Drachman Institute to create planning solutions and creative ways to maintain artists and the “creative class” within our neighborhood long-term.
- It really depends on the project. I no longer work with an organization whose primary mission/goals are related to the built environment.
- They offer a variety of skills that we may need in the future - we are always thinking of new innovative ways to partner with the community, and the Drachman Institute is at the top of most lists.
- Probably not a good fit at this time.
- I’m getting closer to the final years of my career, and can’t speculate on the availability of future FS/BLM staff to partner in any proposed undertakings.
- Work and products provided were important to our organization and continue to be significant in terms of historic structures, cultural landscapes, and National Register
- I would be interested in working with the Drachman Institute in order to contribute to the community I love and at the same time continue to develop my skills. The Drachman Institute has given me the opportunity to work with other professionals and emerging professionals who care about the same things I care about.
- I have done work with student from the U of A, college of Architecture, in the past and have been very pleased with the outcome.
- I am currently focusing on disability policy issues, including community design. It would be great to partner with Drachman on projects like mapping built environment barriers at the neighborhood level, planning projects that include people with disabilities in the process, and educating planners about the Taking the ADA seriously. I am currently retired from the U of A and am a Board member of the DIRECT Center for Independent Living. The independent living movement subscribes to a social model of disability (as opposed to a medical model). That means barriers to community inclusion are identified in the environment, rather than as shortcomings of individuals.
- The students and faculty of the Drachman Institute are a great community asset. I think it would be of great value for students and faculty to weigh in on projects and programs under consideration by the county CDNC Department. Also, Pima Prospers, the county’s ten-year plan, lays out many opportunities for work that may benefit by your students and faculty contributions.
- This would depend on how Drachman is structured and supported.

Q11 - Please let us know if you have any other comments or suggestions regarding the future of the Drachman Institute.

- Please continue the program for the borderlands and nations sake.
- I think the DI is a great community relations tool for the UA and I would like to see more emphasis put on improving bike and pedestrian corridors throughout the University neighborhoods. This would be a direct win win for the university to improve these neighborhoods by making them more desirable for their students and their neighbors. Currently the pedestrian ways throughout campus are well designed and beautiful but that all ends as soon as you leave campus. Many of the students live and commute in the surrounding neighborhoods and the permanent residents have to put up with the problems associated with that. DI could be a tool for the UA to show community support through transforming university neighborhoods into pedestrian friendly corridors for the benefit of all.
- Thank you for your great work in the past.

- Your Institute has a great reputation and we would welcome the opportunity to work with you.
- I believe there is a continuing role for strong community outreach efforts by the UA, exactly the kind of service the Drachman Institute has provided over the years. I hope there would be a redoubling of the commitment to these valuable community development services.
- It is important for the College to engage the community by providing expertise that directly benefits the people of Southern Arizona and fill needs that would otherwise remain unaddressed. It benefits the students as well since it ties real projects and people to their academic experience, which again, they may not get otherwise. A college without outreach is self-serving and stagnant.
- Please continue to ask and work w/NHs.
- Your work is vital for the health and well being of all of our communities. Please, please, please continue. Now more than ever we need your presence and your skills!
- Having landscaping companies involved with helping hands on projects such as planting and watering Use a 501-3 status for tax write off.
- I think the Drachman Institute had a very important function in connecting the college with the community and acting as the outreach arm of CAPLA, at least at the time I worked there back in 2005-2007. I hope that it continues to exist in this capacity. Regarding #1 I placed in the "High Priority" section above, I'm honestly not sure how realistic this is given the current public funding landscape in Tucson. I think the priority might be to first get some public dollars allocated to built environment improvements similar to the former Neighborhood Reinvestment Program (for example through a bond measure) and then work with neighborhoods to facilitate conversations about how they would like to spend those dollars.
- Sad to hear that Dr. Bott is leaving and Mr. Jeffrey has moved ahead. Their combined loss bodes ill for us cultural people who have learned to trust and expect fantastic results. Do not know if the current bench is strong enough to be able to fill the void.
- Be mission driven, not funding driven.
- Increasing the effectiveness of the neighborhood association
- Students working with the Drachman Institute often cultivate a strong social ethic that carries with them throughout the duration of their careers, regardless of where they end up working. This is a critical component of improving our society's collective future and a positive impact that extends far beyond the Drachman Institute.
- keep it and grow it
- HOPE THEY CONTINUE - AND PARTNER WITH WILLING NEIGHBORHOODS.
- Keep up the good work!
- N/A
- The neighborhoods north of the University have a strong network. Any services of the Drachman Institute should be made known to those neighborhoods through our communication system. See jeffersonpark.info and grantroadcoalition.com.
- See earlier comments.
- Please continue to assist neighborhoods in all the capacities that are possible given your funding resources. Thank you for your work up to today, and I sincerely hope that the programs of the Drachman Institute can be expanded throughout the city in communities who are struggling. Please focus strategies on writing grants and coming up with funding so that neighborhoods can continue to thrive.
- It seems that DI was an important program/department that linked the University with its wider community.
- Keep up the good work and don't let Brooks leave!

- The Drachman Institute needs strong long-term support to be effective. This support needs to be financial (in the form of a healthy, enhanced, and protected endowment) and institutional (from the College and the University). I came to the University of Arizona's School of Architecture because of the Drachman Institute. It was important to me that my education connected me in real ways to the community I wanted to serve. I was not alone in this -- I remember the widespread and passionate interest in employment opportunities at the Drachman Institute. If the University, the College, and the School of Architecture wish to continue to attract, retain, and grow professionals who care about and actively contribute to the community, they will find a way to continue the amazing traditions of the Drachman Institute.
- It has been a valuable community development and community engagement resource. It would be great if those roles could continue.
- Please keep up the great work you are doing in the community.
- Thank you for asking!
- I hope the College will make good use of the reputation and resources of the Drachman Institute/ endowment for the benefit of students and the community.

