CAMPUS DESIGN SOLUTIONS

ACHIEVEMENT OF OUTCOMES

There will be a separate discussion of the Milwaukee Idea Home project, which is separately administered and funded. As of 03-04, it no longer receives CDS funding. This will change if SARUP and CDS receive the HUD grant.

A. OUTCOMES RELATED TO AVAILABILITY, ACCEPTANCE, QUALITY, SCOPE AND RESPONSIVENESS OF CDS AND THE SERVICES IT PROVIDES

Services are understood, sought after, and valued by communities in need in Milwaukee and on campus.

Services are affordable and accessible to those with the least resources and most need of its services.

Act as a catalyst for further action by client groups on design issues.

Catalyst for collaboration between CDS, other Milwaukee Initiatives, and SARUP and others on campus.

Measurable improvement is made in physical environment of Clients.

1-2 EVIDENCE OF PROGRESS TOWARD THESE OUTCOMES AND ACHIEVEMENTS

a. Requests for projects inappropriate to CDS mission decreased, while overall requests increased.

b. Communities we served before have returned to ask us for further services and have offered to share in the cost of those services despite their limited funding. (ex. Layton Blvd West Neighbors, Metcalfe Park Neighborhood Association, and the Lincoln Village Business Association).

c. CDS was a finalist for a MANDI award for our QRT efforts in the community.

d. Written and oral evaluations from Client groups were very positive and all showed an interest in working with us again.

e. A diagram of a map of Milwaukee indicates that QRT has worked with the most in need neighborhoods in the City.

f. In order to improve, QRT needed to do a better job of evaluating what it does. Much of the fall was spent in preparing proposals for awards from MANDI and the ACSA, which required us to look critically at our work in comparison to other similar undertakings. QRT also expanded the Campus of the Future exhibit into a CDS exhibit, which was displayed at SARUP for two months, including a reception for our community partners and travel to three other venues. This exposed our work to the review also of many in the academic and architecture community. Members of the team also prepared a poster that was on display at the Outreach Conference at Ohio State last October about the Maryland Plan and attended the conference. In addition, an evaluation form was sent out to all the completed QRT projects

g. We made progress in learning more about the overall city design/development approach and the development codes/regulations stipulated by the City as they relate to the projects done by building up a new relationship with the Planning
division at the City by meeting them and explaining the projects that we undertook, and receiving their feedback on projects.

h. QRT successfully completed 17 projects—the largest number of projects that we have so far undertaken and completed during a given year. Descriptions of the projects and individual outcomes are listed on Attachment A. We worked with nine different neighborhood groups representing south, north, east and Westside City neighborhoods, the City of Milwaukee and three different campus groups. Requests emanated from Aldermen, leaders and members of groups we had worked with before, faculty and staff from different parts of the campus. The fact that most of these groups are located in the highest risk areas of the City, are knowledgeable about and happy with our services. And can afford to provide some support towards the projects confirms the outcome we are seeking.

i. New relationships were built with the community, both on- and off-campus, and we re-strengthened old partnerships. We continued to work with the City of Milwaukee in many different respects: Firstly, we continued to work with the Façade Improvement division by undertaking streetscaping and façade improvement projects for the Midtown area, as a phased-out project. Secondly, we started new relationships with the recently established Milwaukee Making Places Initiative. Thirdly, we started to get a feedback from the Planning Department (Peter Park) on various projects that we undertake to design within the city, and to share information and experiences in the city design process.

j. We also widened the scope of our services to the individuals, groups, and departments of the UWM campus. For example, we worked with the Alumni Association refurbishing the Fireside Lounge in the Union, the Age and Community Initiative once on signage and this summer on a re-design of their office space, and the Film Department’s Artist in Residence. Also, we collaborated with the SARUP faculty in offering design help for their research activities (ex: Sherry Ahrentzen joined forces on the Lincoln Village project and we worked with her on a Lincoln Avenue and Silver City Project).

k. Another objective was to improve the quality and scope of our assistance rather than concentrating on doing as many projects as possible. The major approaches used to accomplish this were:

l. Networked with and made better use of existing information, resources and expertise relating to the project. For example, EBS students had worked closely with Lincoln Village to learn the history and sociology of the area. QRT worked with them as well as the neighborhood group to develop design images. Another example was in Enderis Park where QRT worked with a local artist and the City park facility representative to develop a plan.

m. In order to improve, QRT needed to do a better job of evaluating what it does. Much of the fall was spent in preparing proposals for awards from MANDI and the ACSA, which required us to look critically at our work in comparison to other similar undertakings. QRT also expanded the Campus of the Future exhibit into a CDS exhibit, which was displayed at SARUP for two months, including a reception for our community partners and travel to three other venues. This exposed our work to the review also of many in the academic and architecture community. Members of the team also prepared a poster that was on display at the Outreach Conference at Ohio State last October about the Maryland Plan and attended the conference. In addition, an evaluation form was sent out to all the completed QRT
projects. The responses to and on this form were very enthusiastic (for quotes see Section V. below).

n. The accompanying CD gives examples of some façade implementation that has occurred based on our designs. We are gradually seeing more of the areas that we worked in making improvements as grant moneys arrive. This is particularly true of our work with the City where the Façade grant office take up where we leave off and when we work with well-funded and organized groups like Layton Boulevard West Neighbors.

3-4 CHALLENGES, EXPECTED OR UNEXPECTED, IN ACHIEVING OUTCOMES. CHANGES IN STRATEGY OR OUTCOMES THAT RESULT FROM IMPLEMENTATION EXPERIENCE AND LEARNING

a. The community groups that QRT works with sometimes lack a clear mission and are not fully prepared with a clear definition on the scope of a project or what strategy they should follow. By the time QRT realizes this, the project is often already completed and the resources allocated for those projects have been used up. This happens in cases in which the leader either does not adequately work with and organize the community in defining the objectivesstrategy of a project before he contacts us but simply tells us his own ideas without consulting or informing his community. When we present our design recommendations to the community at the end, the community seems to have totally different and conflicting ideas of the project, which finally renders our efforts irrelevant and wasted. Changes in strategy: Even though it is not our responsibility to organize the community and help them to define their mission and objectives in a project, we could still be a resource in the preliminary stages of a project to assist them in defining what they hope to achieve by using our services. Addition of a planning student and faculty consultant will help us to do this. A thorough evaluation of projects we have done with emphasis on communication with the client is planned and will culminate in an article and guidelines about dealing with this issue.

b. Our recommendations are solely focused on the physical environment, which is often a good starting point for addressing the underlying primarily social or economic factors that cripple the areas we serve. We continue to try to find ways to create a broad collaboration with other departments, schools, and Milwaukee Idea initiatives and other community resources that will result in a way to leave our Clients with more than a pretty picture.

c. Furthermore, due to the limitations imposed by the professional community on student projects and resource constraints – human, time, money, etc – we often are unable to provide the client groups with design services that would be of most use to our clientele. For example, we do not provide detail drawings that show how to carry out design recommendations. This severely restricts making an accurate estimate of a project’s cost or figuring out the construction process, which, in turn, hinders grant application process, obtaining approvals from local authorities, convincing contractors to undertake the implementation, etc. Changes in strategy: We are being more businesslike in our dealings and are finding out that often groups we thought had no resources do have resources to help expand our services to them. We also are more aggressively seeking to work in collaboration with agencies that have resources such as the Cities, other government agencies.

d. Sometimes we have found that we do not have any idea of the overall city design/development approach and the development codes/regulations stipulated by the City. Changes in strategy: We tried to resolve this issue by building up a new relationship with the Planning division at the City by meeting them and explaining the projects that we undertook, and receiving their feedback on projects. The Planning
student we hired could also be helpful in this connection as is our widening advisory board.

e. The financial difficulties that the university has had also affected the level of our service. In the summer 2002, we had to temporarily freeze working on a number of projects. This has been good and bad, certain projects took longer to complete than the Client would have liked but because of the public coverage of the Universities plight, Clients are more understanding of the need to be real partners in these efforts.

f. Maintaining a high quality, responsible quick response, low cost, design team also continues to be a challenge. A good work ethic is established by the PAs and an established work structure and as comfortable and well-equipped as possible work space is provided but as in all teams, one poor attitude can negatively effect the whole team and a negative interaction with a client or neighborhood group can reflect poorly on the whole University. Also, our desire to maintain a student quick response team means constant turnover and need to train new students. **Changes in strategy:** In order to develop a structure that could be flexible enough to allow for continuation of a student led student team while providing neighborhood groups and other clients with the level of expertise and continuity in communication that they desired. We discussed this issue with the CDS advisory board last fall because Kapila Silva, our 50% PA and the head of the team was in the final stages of his PhD and QRT was not going to be able to replace him with as capable and available student. Based on their input and our experience, QRT is now in the process of developing an expanded team approach, still student run but with two 33% PAs, each graduate students and with a firm two year commitment to the program. The first year the PA is the junior PA and the second the senior PA with specific job descriptions. They decide together how to divvy up the workload and supervise the rest of the team. Talented Undergraduate student team members will be encouraged to seek a PAship when they enter the grad school.

In 03-04, QRT also will be adding a faculty design consultant, Mark Keane, who will meet with the PA when a project commences and just before it is presented to the client and will be available for consultation at other times on design issues. The final two members that QRT is adding to the team is an Urban Planning student consultant, who, when the project calls for it, will provide a planning prospective and package for a given project and a first year architecture student, who is a multi-media production professional. The latter will organize and make available in useful and attractive form, the work of CDS. In addition, Susan Weistrop’s time has been expanded from 25% to 40% to ensure smooth administration of our expanding program.

B. OUTCOMES RELATED TO POSITIVELY EFFECTING THE LEARNING ENVIRONMENT FOR OUR STUDENTS, FACULTY AND STAFF AND INCREASE THEIR INVOLVEMENT IN COLLABORATIVE UNDERTAKINGS IN THE COMMUNITY

Development of a corps of design and planning professionals highly trained and interested in working with community groups.

Greater degree of collaboration among design interested individuals and groups on campus.

Working relationships with a diverse variety of off-campus organizations and individuals to improve parts of the community.

Opportunity to do innovative and unique projects in planning and design.

Participation of students as workers and in courses in more diverse design/community activities.
EVIDENCE OF PROGRESS TOWARD THESE OUTCOMES AND ACHIEVEMENTS

a. Major efforts were made this year to increase the involvement of the design and planning faculty and students in community-based projects. This was done to better address the objectives of pursing design issues on varying scales and of increasing student and faculty participation in meaningful and productive community-based activities, and preparing our students for community work as professionals. In order to do this, CDS received substantial additional funding from the campus and instituted the following programs:

1). Supplemental funding to conduct courses or studios devoted to real community issues that would produce information that would be easily available to the public or be in direct response to a request from a neighborhood client group. See Attachment B

2). Supplemental funding for salaries available for hiring top notch instructors for the critical Applied Planning Workshop, Planning Policy Analysis and Urban Design Studio. Instructors included planning and architecture professional. See Attachment B.

3). Funding was also used to encourage faculty to undertake research related to community design and planning issues. Match $ were provided for proposals, funding for student assistants was provided, the CDS computer, technical and labor resources were made available as needed, underwriting of conferences, speakers, etc. was also offered. See attachment B

Challenges/ changes in strategy
As always, the more projects funded and the more people involved the more challenges there are in assuring the proposed projects have been completed and then evaluating their quality and impact. Use of the $s has been monitored thoroughly through the SARUP business office based on individual budgets prepared for each project. CDS has received or has access to final reports on all the Urban Planning related projects as well as an overall evaluation of the impact of CDS funds on the UP department and students. Unfortunately, we still need to find a way to receive similar reports from the Architecture faculty. This year, we did receive a full reporting for the first time from Occupational Therapy. Possibly, in conjunction with the fall Mayor’s Awards or as the first exhibit each year in the SARUP gallery, we could launch an exhibit of CDS faculty/student projects that would encourage better reporting by the Architecture faculty.

b. Todd Schwanke and Roger Smith have made major contributions to adding design elements to their curriculum and also to increase collaborative efforts throughout the campus. They have developed a course on design and disability, which is open campus wide this fall and has one Architecture student enrolled. They continue to work as consultants on MIH and plans are to have they and their students use MIH as a learning and research tool. They have sought grants, which required a multi-disciplinary team (CHS, CDS, Education, etc.). See Attachment C for more details.

Challenges/ changes in strategy
Because of the success of this relationship, CDS would be interested in using it as a model for working with other design interested groups on campus. Funding becomes an issue, as well as coordination and communication but we are pursuing a strategy with Walnut Way and Cultures and Communities that may eventually lead to a similar relationship with cultural anthropology. Existing activities between SARUP’s Institute on Aging and Environment and the Aging and Community initiative and SARUP’s Environmental Quality Institute’s connections on our campus and other UW campuses hold potential as well.
c. Twelve students were trained to be part of the Quick Response Team over the past year, and over 22 other students worked beyond their regular course time on CDS-related projects, including the courses involved in community-based projects, over 200 SARUP students and a number of CEAS and CHS students were involved in learning about designing environments in a real-life setting. It is a matter of great pride to CDS that students produce and direct most of the projects with minimal need for professional oversight. Students generally only leave the team when they graduate and have expressed that their QRT experience may have been the most important learning experience of their time at SARUP because they had responsibility for implementing what they had learned in meaningful situations with a diverse group of clients under difficult physical and financial conditions.

Challenges/changes in strategy
1. As CDS grows, it is being challenged by its Clients and by the students, who work for it, to attempt more ambitious projects that require a greater diversity of skills, expertise, and experience. In addition, although the products received by our Clients are well conceived and attractively presented, they could provide more depth and the presentations themselves with a little more input could become more useful to our Clients. This is part of the maturing process. To meet these needs as well as other mentioned earlier, we have added more input to the QRT team the way of student planning and presentation consultants and a regular faculty design consultant. We also are asking faculty to partner with the team when we are working on a project in which they have special expertise. For example, Ray Isaacs who is an environmental studies architect/landscape architect will work with the QRT team on our next Walnut Way façade and streetscape project because of problems that have to be addressed in that area dealing with water and sewer systems. We will also be more likely to go to expertise in other initiatives on a regular basis to provide assistance to the team.

2. Sufficient training for these students and involved faculty and staff in service learning is still needed but CDS itself does not have the capacity to provide it. Efforts will be made this year to at least make students and faculty aware of courses or workshops available to them. Also, more vigorous efforts will be taken to raise funds for these activities from external sources. We will continue to participate in at least one conference or workshop a year that is of particular value to the QRT team.

C. OUTCOME RELATED TO INCREASED POSITIVE VISIBILITY FOR UWM LOCALLY, STATEWIDE, IN THE DESIGN PROFESSIONS AND AS A MAJOR CONTRIBUTOR TO REVITALIZATION AND RENEWAL OF URBAN COMMUNITIES

Increased interest and attention to the built environment on UW campuses and Wisconsin communities.

A local resource network for campus design solutions that provides CDS with information about and access to possible projects and, also, facilitates completion of those projects.

A statewide network that links design and planning interests to Campus Design Solutions and UWM and to each other, improving communication, collaboration, and project outcomes for the Wisconsin design and planning community.

Campus Design Solutions will serve as a model program nationally for both applied research and community service projects in the area of design and planning.
1-2 EVIDENCE OF PROGRESS TOWARD THESE OUTCOMES AND ACHIEVEMENTS

a. This spring CDS helped make possible the Sustainable Campus Seminar, which brought together many of the facilities planners from the UW-System, other higher education institutions, and government agencies in Wisconsin. This seminar was held in conjunction with the Milwaukee Green Building Associations one-day workshop. This event was heavily attended despite difficulties at that time to travel due to the travel freeze and all participants were excited about future meetings. Jim Wasley is working with people from UW-Madison, UW-Stevens Point, UWM and other campuses as well as MGBA to develop programs for this year to continue this relationship. Part of what these groups are looking for is opportunities to learn more about sustainable architecture and construction techniques and evaluation methods.

b. CDS' Quick Response Team was honored as a finalist for a MANDI award last spring.

c. CDS' Campus of the Future exhibit was shown at a number of venues including the Regents meeting, a UI-Chicago gallery and Architecture association convention.

d. Requests for assistance from a widening geographic area and more diverse referral network. (ex. West Bend is discussing working with our QRT on their river walk, people in positions of power such as aldermen, business CEOs are coming to us)

e. Requests from clients for us to provide more design education for their communities have begun and, a number of our projects for this coming year require us to clarify some complicated engineering and technical concepts in order for the groups to understand the options that they are presented with.

3-4 CHALLENGES/CHANGES IN STRATEGY

a. Find ways to organize our material so that it can be useful educational material for the community. To do this we are hiring a multi-media specialist, we have already made our website easier to change and correct and now need to do so. CDS will also use some of its funding for faculty to develop educational materials for the communities we serve. We also will start looking into possibilities to work with continuing ed. and extension to provide distance-learning opportunities. CDS' role in this will be to stimulate rather than bankroll or manage these efforts.

b. Although CDS's services are sought after, our name recognition is terrible. Even groups that have worked with us a long time are confused. Part of this confusion has to do with the profusion simultaneously of the Milwaukee Idea and numerous Initiatives and also with our overlap with SARUP and its activities. We hope to develop a consistent log on all our materials, provide more information in public forums about our existence and, most importantly, continue to do good work and seek acknowledgment for that work through award programs, web-site links and acknowledgements, etc.

c. Probably the major challenge that we face is to continue to redefine ourselves in realistic and workable ways as the demands and client base expand. How much should we be investing in expanding our efforts, how much in improving the quality of what we are already doing? For example, the Blue Hole leadership met with us and Steve Percy and expressed an interest in working together to develop that area, a number of projects done by our faculty could easily escalate into development
opportunities, is this something that we want to get into, what is the best vehicle for that, etc. This is one of the issues that our advisory board will look at this year. Another example, how do we best spread our presence to other campuses? Can or should we send our students as we did in the Main Street program or should we set up satellites manned by locals and our faculty act as consultants?

D. MIH OUTCOMES

Construction of Home has in Walker’s Point. Home will be used by Independence first to house disabled people in transition from hospital to home. It also will function as an experimental home for engineering and architecture students and professional.

Good working relationship with various energy and raw material providers.

Construction of multi-family homes using similar design.

Innovative curriculum used as part of process for development of affordable, sustainable housing alternatives.

1-2 EVIDENCE OF PROGRESS TOWARD THESE OUTCOMES AND ACHIEVEMENTS

a. The house is up and soon will be finished

b. Plans have been completed, the developer and land found for the multi-family row houses in Milwaukee and interest is committed by groups in Madison and Racine.

c. See allied health Attachment. C. After a year of little happening, collaboration has picked up.

d. Grant money is being sought to fund development of innovative housing curriculum and evaluation/research phases of project.

3-4 Challenges/Changes in Strategy

a. Funding remains a major challenge. Stan Wrzeski has been very successful to-date and will be spending the next month or so pursuing a number of possibilities. CDS does not have the resources to continue to provide support to this project.

b. Construction and development of many houses may or may not be something that SARUP will want to and will legally be able to be directly involved in without developing a public/private relationship of some sort. A long-range strategy has not yet been developed.

c. The house needs to incorporate all the bells and whistles promised to the people who have provided funding, and needs to prove itself a viable product.