A. MISSION AND OBJECTIVES

Approximately two and a half years ago, Campus Design Solutions began to function on campus as a funded UWM initiative. The last half of this year has been particularly rewarding as we move towards realizing our mission.

Mission: create a system-wide multi-disciplinary network of design –oriented individuals and groups who will work collaboratively with their colleagues and communities to improve and enhance the physical environment of our campuses and community neighborhoods. This was to be realized by:

- Exploring design issues on both UW campuses and areas of the cities and town that are affected by university presence and undertake design projects through teams of faculty, staff and students that illustrate how campus and neighborhood life can be enhanced through design planning and facility modification.
- Pursue design issues of varying scale –provide practical assistance to clearly delineated design issues and also explore design solutions in a broader context.
- In all cases, CDS would work together with the impacted population to define needs and to educate them about design and the environment.

To meet these goals and objectives, CDS has put in place, to date, four vehicles

- The Quick Response Team
- A Campus Grant Program
- An Advisory Council
- The Milwaukee Idea Home Project

In the past, SARUP and others involved with design and planning on campus have lacked sufficient resources and structure to respond effectively to community planning and design needs that were unavailable to community groups through the private sector. The UWM campus and other campuses in the UW system have also an on-going need for design and planning assistance.

B. ORGANIZATIONAL OUTCOMES

1. A major objective this year that cut across all of our four vehicles was to better define our priorities as an organization and then communicate them and our expectations effectively to our staff, and groups and individuals desiring or interested in promoting our support and services.

We began the year by working with our advisory council to develop priorities that they agreed would serve the community, campus and also the limited resources of CDS. The last six months have shown a steady request for services from organizations that understand that we have a number of ways to serve them – quick response team, student projects, faculty projects, provide them with other better alternatives. They also come prepared to provide us with written proposals, discuss matching possibilities and understand that we provide only concept designs not finished or construction drawings. Faculty projects also are only funded in response to written proposals, most often competitive, funding is expected to leverage other funding, and, in general, multi-disciplinary, collaborative projects
are preferred. Staff receives a brief training session on working in the community and the goals and objectives are clearly relayed to them. We have developed some tools to assist in these processes

- Before commencing a new project, community groups sign a letter of agreement with CDS stating exactly what we will be doing for them and what assistance we will need from them (see attached example). We have set a flexible limit of approximately 200 hrs student time pro bono. If more time than that is required, we begin a contract negotiation for the balance of the work.
- A short-listing of guidelines for working in the community is distributed to all staff, which they review with the administrator and both sign. This contains information about liability, health and safety issues as well as behavioral guidelines and expectations.
- We have published inserts on all the projects that we do and make them available on our website and through handouts to potential and actual clients as well as to others on campus and in the community. (See attached and visit http://www.uwm.edu/MilwaukeeIdea/CDS)
- We imposed reasonable deadlines on expenditure of the funding provided to faculty through grants and also, requested that as their final report to us, they prepare an insert that we can use. All but two of the projects that we funded have been successfully completed.
- We periodically meet with or inform our advisory committee of what is happening and ask for their input. Behind the scenes, we have had assistance from a number of members of our advisory council in helping to direct projects to us that reflect our priorities. We also set up a continuing dialogue with the Chairs of Planning and Architecture, the SARUP fund raiser, our colleagues at Allied Health, and many faculty and staff on campus (ex. We work closely with the Energy Group, Facilities Planning committee, members of other MIs)

Challenges
There are still many challenges in defining ourselves to the public, campus, faculty and staff. Two in particular are:

- Although the UW System Regents and facilities people have been made aware of our desire to assist in the system, we have had no requests to do so. In the community, deciding what is the best use of our time and abilities becomes more challenging as our resource base is depleted.
- Because of our structure, we are very dependent on having high quality, reliable staff, retaining and replacing such student staff is and will be a constant challenge. We have been exceptionally fortunate to have a Kapila Silva available to us to run the quick response team. Under his leadership, CDS has developed a reputation for quality and reliability from a diverse universe of people. We are exploring the possibility of providing Intern credits for our students that can be used towards their licensing as architects. The students themselves are pursuing this with the licensing authorities. This may be one win-win strategy to help maintain high quality staff. We will need to find others.
C. QUICK RESPONSE TEAM

One of the goals of CDS was to set up a structure that would efficiently use allotted dollars to maximize UWM's ability to respond to non-profit organizations and neighborhoods, which asked for our assistance. To accomplish this, we established three part time positions – one an academic staff person to act as administrative coordinator and two student project assistant positions, one a Ph.D. level licensed architect 50% and the other a CAD literate design graduate student 33%. These two students under supervision of the director run the Quick Response Team. They hire additional student workers or request faculty expertise as needed. In order to develop a strong team, in this, our second full year, we decided to hire three talented students, who were interested in working up to half-time, as our core staff. This was a very efficient system.

This team has undertaken 34 (16 completed within the last fiscal year) projects to date and has made constructive suggestions to many other groups, whose requests we could not meet. This year we vastly improved our CDS website, which contains summaries of all completed design and research projects. The team also continued to establish an efficient work center for CDS— purchasing and learning to use needed equipment and assisting other CDS projects to make use of the equipment. The last six months have led to CDS being involved in projects that encompass most of the north side of Milwaukee and much of the near southeast side as well. In addition, the team has been very active in efforts to develop plans for the UWM campus that will meet its needs in the next decade.

Outcomes include

A. Successful cooperation with diverse neighborhood groups: from all over city – east side, west side, Southside, suburban, out-state. Satisfy a range of needs – environmental concerns, aesthetic concerns, safety and value of real estate, business/economic development, education improvements, parking, town/gown.

B. This year we began to see some physical results from our activities.

1. From Nicole Robben: “Campus Design Solutions assisted Layton Boulevard West Neighbors in two different projects. One project, the creation of facade renderings for a highly visible plaza on the corner of 27th and National, actually helped spark the discussion and eventual action of a new facade on the plaza. In fact, this summer they will begin the construction of the new facade. Though the plans created by CDS will not be used, the plans did help get the owner and real estate manager considering and eventually doing a new facade. The other project, landscaping and streetscaping plans for National Ave, will eventually be used to help create a BID and help us in our revitalization efforts.”

2. From Damon Dorsey, director of the North Avenue Development Corporation: “The work your students did was extremely helpful in providing a vision to local stakeholders, funding agencies, and others involved in the revitalization of North Avenue. Many property owners have seen the renderings and facade suggestions and were encouraged to make your team's suggested improvements - even the diehards in the area. The streetscape your team created provided us with a much-needed start as we begin to organize around upcoming road construction in 2004. We are using what you did for a basis for creating a BID in the area.”

3. The landscaping of Willard Settlers’ Park is underway
4. On campus the signage for Golda Meir Library has been implemented as well as the signage for Aging & Environment at the school of nursing and the Vietnam Veterans Memorial Tree plaque has been dedicated.

From Nikki Panico: The students from Campus Design Solutions created directional signage for the Center on Age and Community, which became newly established in Cunningham Hall. Since the Center is a focal point for many campus and community meetings it was vital that the location of the Center was easy for visitors to navigate easily through the hallways. The large, easy to read signs the students created became an asset in directing the community guests.

5. The Maryland Plan, thanks to the work of Peter Sadowski, was implemented to the extent that code violations were reduced and student behavior in the neighborhood received fewer citations. The University has now hired a full time neighborhood liaison, extending the impact of its program beyond the physical design issues.

a) We also know that progress is being made due to our efforts in other ways. Projects are under review by grant institutions and other funding agencies thanks to the design assistance we provided; our design suggestions are being used in direct fund raising campaigns. See A & B for specifics.

B. Another of our objectives this year was to do more to identify next steps in the design/planning process for our clients such as seeking funding, hiring architects to prepare designs based on QRT options, educating their community about what they have learned. We have been networking with various groups in the community that can provide the umbrella in this area.

1. The most exciting prospect is our new agreement with the Façade Grants department in the City. Thanks to our having a SARUP student working there, who was aware of CDS and QRT and what we were trying to accomplish, as well as the word on the street that we were good at what we did, they asked us to work on facades and streetscapes for a model neighborhood project. Together with the City, we will not only provide streetscapes and facades but also assist in educating the residents and commercial players in the area about how to get grants and how to make improvements. The City received ¼ million federal dollars for this program.

2. In addition to the City program, we have on-going relationships with the Walnut way Neighbors and Layton Boulevard West as well as Metcalfe Park and North Avenue BID. We are also working now with Welford Sanders, Urban Planning Professor and Eco Dev. Coordinator for Martin Luther King Drive, who is finding projects for us that allow us to help coordinate the design and planning efforts over a whole neighborhood.

Challenges
There are still many challenges in defining ourselves to the public, campus, faculty and staff. Three in particular are:

1. Although the UW system regents and facilities people have been made aware of our desire to assist in the system, we have had no requests to do so. In the community, deciding what is the best use of our time and abilities becomes more challenging as our resource base is depleted.

2. Because of our structure, we are very dependent on having high quality, reliable staff, retaining and replacing such student staff is and will be a constant challenge. We have been exceptionally fortunate to have a Kapila Silva
available to us to run the quick response team. Under his leadership, CDS has
developed a reputation for quality and reliability from a diverse universe of
people. We are exploring the possibility of providing Intern credits for our
students that can be used towards their licensing as architects. The students
themselves are pursuing this with the licensing authorities. This may be one
win-win strategy to help maintain high quality staff. We will need to find
others.

3. We often get requests to do very small jobs such as one building façade,
where the client is actually an individual even if we are requested to do so by a
neighborhood org. We do not find it a good use of CDS staff or funds to do
these projects for individuals but would like to be able to provide the expertise
they need. We are working on setting up a program that would match these
jobs with interested students, possibly through developing a training program
for students who would like to be on such a list. The individual client would
then work out reimbursement with the student.

D. ADVISORY COUNCIL
The current make-up of our twelve member council with membership from the City and
State government, significant neighborhood groups, student, administrative and faculty
interests on campus and local planning and design professionals seems to work well for
CDS. We have had only two changes since last year, our student representative (due to
graduation) and our CBE representative (due to job change but her replacement at CBE was
happy to join us). The established roles of the Council are to determine long-range goals of
the program, annually evaluate success of program and assist the Director in setting annual
priorities. The advisory council met in the summer to make suggestions for better defining
who and what we were and what we did. Their input was very helpful in identifying ways to
improve our organization and its outreach communication.

The administrator and the Director keep in touch with various members of the advisory
council as issues arise that require their expertise. The student staff has also sought out
members for assistance. In February, we had a well-attended and interesting meeting that
indicated CDS was on the right track and that our council was very interested in our future.

Because of budget upheaval and our concentration on campus issues since February, we will
hold our evaluation of last year and discussion of the coming year’s events in October.

E. GRANT PROGRAM
This year we decided not to extend any major grants to faculty but assure that all the funded
projects were completed.

The faculty funded projects have resulted in some interesting products that further the
objectives of this program – undertaking research both to meet immediate community need
but also to open up a broader discussion about the future development of our City, the State
and to become a major player in discussions about the role of physical environment in
quality of life issues. Some results have been:

1. By the spring of 2003, the Audubon Center will be complete and contain Mike Utzingers
energy monitoring device and educational interactive program,
2. Todd Schwanke and Roger O. Smith are testing their universal web access program and
hope to have it going sometime next year, and
3. Sherry Ahrentzen’s co-housing study has attracted a number of interested developers and
along with her Open Doors study, a great deal of discussion in the architecture and
environmental behavior communities. In addition to performing service projects and undertaking research on the urban condition in response to expressed community needs, two excellent CD ROMs have been available to the community and presented at national conferences.

4. The Significant City Project—a web-based interactive long-range planning tool—has developed a sophisticated web-site and is making a major contribution to discussions of the future of our campus as well as the future development along the Milwaukee River.

5. The Milwaukee Idea Home has moved to Bruce Street in Walker’s Point and negotiations on a final contract are underway between Independence First, who owns the land and needs a short term stay facility for the disabled, who leave the hospital and need retraining before returning home, and SARUP, Engineering, and Allied Health. MMSD has also been involved in discussions. The home would be used by Independence First and also serve as a prototype for an affordable, energy efficient home.

Although we did not issue a major request for proposals, we did offer some student and production support to faculty, who were interested in working on a project related to the theme of campus of the future. We had six faculty, who took up the challenge and four of them have work included in CDS’s *Campus of the Future Exhibit*, which is now in the SARUP gallery.

**Challenges**

Maintaining a grant program presents a challenge for the future. We find it a good way to keep faculty on campus involved in CDS and also to explore some of the theoretical and quality of life issues related to improving the physical environment. However, due to decreased funding, we are planning for the coming year to provide small seed moneys (around $2,000 each) to assist faculty in being able to successfully compete for extramural funding or assist them in developing courses or campus/community service projects related to CDS’ mission.

**F. OTHER OUTCOMES**

1. Improved learning environment, increased offerings

Another goal of CDS is to positively effect the learning environment for our students and increase their involvement in collaborative undertakings in the community. Clearly the activities of CDS have increased opportunities and the quality of those opportunities for Ph.D. and graduate students.

- This year again, over 25 students have been employed on CDS funded projects, providing real life experiences, income support, and exposure to potential employment opportunities.
- Course project possibilities have expanded and the resulting studios or courses had the resources necessary to provide the community and/or campus with good feedback. This year three courses were made possible because of CDS funds and another four were able to accomplish more because of CDS support. Well over 150 architecture and some planning students were involved in these courses.
- Another result has been a closer relationship between Arch and UP students and faculty. Because requests from the community now are centrally coordinated, design and planning issues are becoming more and more collaborative efforts with a better understanding of each discipline’s capabilities and overlapping concerns.
- A challenge that remains is to expand the learning environment to other groups on the campus. Two projects that we have applied in Milwaukee Idea Phase 2 for start up funding present a response to this challenge. We requested to become a part of the security and safety initiative and can develop curricula for future teachers on
learning and the classroom/school environment and assist with instruction. We hope to find alternative sources of funding for the latter proposal and possibly offer it through continuing education.

2. Increased Positive Visibility for UWM Locally, statewide, in the design professions and as a major contributor to revitalization and renewal of urban communities
   a. Our staff has had numerous opportunities to present their work to and receive feedback from campus and community groups that often have broad representation from government, local leaders, and private and public donors. In addition to our regular power point presentations to most of our clients, we also put on a major exhibit in conjunction with the June 2002 Regent’s meeting that highlighted the Campus of the Future but also contained information about CDS projects. We also distributed a folder about the exhibit to the Regents and their invited guests.
   b. The Director exhibited CDS project boards at the Wisconsin AIA Convention and made a power point presentation at the National AIA Board of Directors meeting.
   c. The exhibit has been in the AUP gallery all summer and will be moved to the Grand Avenue Mall for Architecture Awareness Week in late September.
   d. The October Outreach Conference at Ohio State accepted our proposal for a poster session. We will be presenting the Maryland Plan as an example of using physical environment issues as a platform for bringing a community together.
   e. We have distributed our insert folders about CDS projects to many groups in the community. At least 500 folders have been distributed. In addition we have distributed informational packets containing the folders, MI publications to all members of our advisory council, the Milwaukee Initiatives, and people involved in helping to launch CDS.
   f. Information about CDS has appeared in the ACSA national publication.
   g. We are planning an exhibit of all of CDS projects in conjunction with the November Mayor’s Design Awards held annually at SARUP.
   h. Sherry Ahrentzen, Brian Schermer, Michael Utzinger, and Grace La are active locally, and on the state and national level in promoting their research funded by CDS.
   i. We are planning to develop a major publication of CDS projects and findings to coincide with the end of our fifth year (January 2005).