Agenda

Introduction: Purpose of DI Assessment
Mary Hardin

History of the Drachman Institute
Kelly Smith

Collecting Feedback/Process
Kelly Smith

Models for Centers and Institutes
Courtney Crosson

Discussion
Gina Chorover

General questions

What opportunities lie ahead for DI?

What obstacles do we need to overcome?

How can DI serve the mission of the college?

Wrap Up
Mary Hardin
Beginnings

- The **Roy P. Drachman Institute for Land and Regional Development Studies** was founded by Roy P. Drachman and Sol Price in 1986.
- Drachman Institute was originally housed, along with Planning, in the Geography Department under Director Larry Mann.
Beginnings

- **Roy P. Drachman** was a local businessman who donated substantially to the University of Arizona.
- He was the co-owner of the Roy Drachman Realty Company, and played a major role in bringing Hughes Aircraft (now Raytheon) and major league baseball spring training to Tucson.
Beginnings

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

- Changing directors over the past 30 years has led to 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.

- Drachman Institute was originally in the School of Geography and Development, but was brought into the College of Architecture, along with the Planning program, in 1990.
1990 - December 2003

**Director:** Sandra Rosenbloom, Ph.D.

**Location:** 819 E First Street

**Primary Research Interest:** Transportation

**Drachman Mission**

- 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
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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.
1990 - December 2003  Director: Sandra Rosenbloom

Staff in 2000

Sandra Rosenbloom  
Director

Barbara Becker  
Associate Director for Outreach

Corky Poster  
Associate Director for Community Development

Administrative Assistant

Business Manager

Research Specialist

Computer Manager (1/2 time)

Statistical Analyst (1/2 time)

Program Coordinator

Thirteen student workers
1990 - December 2003  Director: Sandra Rosenbloom

Advisory Board

- DI reported annually to a Policy Advisory Board which had 11 members appointed by the President of the University, including Roy P. Drachman
Funding Sources

- In 1992 Sol Price gave $2.2 million in Price Club stock for an endowment for student learning experience in the areas of real estate and development
- Cooperative Extension, College faculty salary contributions, research grants and contracts
1990 - December 2003  Director: Sandra Rosenbloom

Funding Sources

• From 1990-1998 Cooperative Extension (CE) directly funded a portion of the salaries of some DI staff
• By 2000, CE 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
Projects

- Between 1995 and 2003, approximately 122 community outreach projects were completed, mostly under the direction of Corky Poster through CPDW and Cooperative Extension funding.
- Between FY1995-1999, DI obtained more than $293,000 in public service contracts.

Research

- 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.
1990 - December 2003  Director: Sandra Rosenbloom

Transition

- DI saw a shift in leadership and mission with the departure of Sandra Rosenbloom on December 31, 2003 (when the Planning Program moved from the College to Geography)
- The Advisory Board disbanded in 2004 with the change of Director and death of Roy Drachman in 2002
2004 - June 2009

**Director:** Corky Poster

**Location:** 819 E First Street and the old Architecture Library

**Primary Research Interests:** Affordable Housing and Community Development

- Registered Architect and Certified Planner (AICP)
- University Distinguished Professor of Outreach
- Professor of Architecture, Adjunct Professor in Planning (Geography - SBS), Affiliate of the Latin American Center (SBS)
Drachman Mission

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.**
2004 - June 2009

**Director:** Corky Poster

**Location:** 819 E First Street and the old Architecture Library

**Primary Research Interests:** Affordable Housing and Community Development

**Goals and Objectives**

- 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
1986 - 1990

2004 - June 2009 Director: Corky Poster

Staff in 2008

Corky Poster
Director

Marilyn Robinson
Associate Director

- 4 full-time soft money professional staff
- 3 Associated Faculty members
- 2 part-time soft-money professional staff
- 9 Soft-money or volunteer associated Faculty

Fourteen paid student staff

46 Associated students working on Capstone, Masters Reports, or Classwork
2004 - June 2009  
Director: Corky Poster

**Project Structure**

- Major **research** and **outreach** contracts/projects
- Open-ended contracts from outside sources to provide **technical community development services** to specific communities
- DI and CAPLA resources supported **community service projects** (with funding from the DI Endowment, Cooperative Extension, and CAPLA through ARC 402 Interdisciplinary Community Design Studio, Capstone and Masters coursework). An **RFP process was used** to select community projects
- An interdisciplinary community outreach **professional training and service learning program**
- A **research support center for faculty** interested in research opportunities and partnerships
2004 - June 2009  Director: Corky Poster

Funding

- Sources of funding continued to shift, as Endowment funding decreased, funding from grants and contracts increased
Major 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 CALA a regional center for affordable housing design.

- 2005 Community Outreach Partnership Center First Time Grant - Building Healthy Neighborhoods - HUD, $400,000, 3-years. One of eleven grants awarded nationally.

- 2005 Civano Demonstration Energy Efficient Affordable Housing Grant - City of Tucson, $234,000, 3-year
2004 - June 2009  Director: Corky Poster

Additional Grants

- 2004 Arizona Department of Housing, Technical Assistance Grant – ADOH, $60,000, 2-year.
- 2005 City of Tucson Technical Assistance Grant – COT, $25,000, 1-year
- 2005 Affordable Housing Preservation Grant – City of South Tucson, $31,000, 1-year
- The 2005 Cooperative Extension support funding, Cooperative Extension, CALS, $17,500, 1 year
- 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, approximately 121 community outreach projects completed all over the state of Arizona
- Community presentations and workshops about affordable housing, community land trusts, green affordable housing, and more
2004 - June 2009 Director: Corky Poster

Spin-off organizations and satellite efforts

- Water CASA, Drachman Design Build Coalition
2004 - June 2009  Director: Corky Poster

Shift in leadership

- DI saw a shift in leadership and direction with the departure of Corky Poster in June 2009.
2009 - 2016

**Director:** R Brooks Jeffery  
**Location:** 819 E First Street, Smith House, UA Downtown  
**Primary Research Interests:** Architecture with a specialization in Heritage Conservation

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**Drachman Mission**

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.
New Mission, 2015
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 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
2009 - 2016  Director: R. Brooks Jeffery

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
2009 - 2016  Director: R. Brooks Jeffery

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

Funding 1999 - 2014

<table>
<thead>
<tr>
<th>Year</th>
<th>Funding</th>
<th>Cooperative Extension</th>
<th>Endowment</th>
<th>External Grants/Contracts</th>
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Transition

- In 2016 Brooks Jeffery took a new position in Office for Research and Discovery
Highlighted Projects

Native People’s Projects

Kaibeto - Schematic master plan for an independent senior living community in Kaibeto on the Navajo Nation (2010)

A Home for the Hia-ced O’odham-housing designs and a master site plan for the Hia-Ced O’odham (2010)

Telemedicine Prototype Facility - Planning and Design Project for Arizona Rural Tribes (2013)
Highlighted Projects

Heritage Conservation/Park Service Projects


Mission San José de Tumacácori Condition Assessment and Evaluation of the Interior (2014)

TICRAT Adobe Workshops - bi-national hands-on workshops bring Mexican and American master craftsmen together at mission sites to learn skills in building assessment and stabilization, adobe brick-making, and lime plaster preparation/application. Part of the Mission Initiative. (ongoing)
Highlighted Projects

Highlighted Projects

Neighborhood/Community Outreach Partnership Center Projects


Building Healthy Neighborhoods - Miramonte 3rd Street Bike Route and Amenities. Bicycle amenities such as a new water fountain and “toucan” street crossing. (2008)
Highlighted Projects

Communities Putting Prevention to Work - Built Environment and Obesity

- Summit View Community Park - tree planting, a walking/fitness path with signage, horseshoes, and other amenities (2011)

- House of Neighborly Services - an outdoor space for gathering, celebration, play, health, and learning. The project includes water harvesting, a recreational path, a meditation garden, and a community food garden. (2011)

- Doolen Middle School Community Garden - through a joint use agreement with the City, the public now has access to a community garden built through CPPW. (2011)
Highlighted Projects

Transportation and Housing

Transit Speaker Series - Jarret Walker and others gave a series of talks on transit issues in Pima County and around the country to invited audiences from local governments and the community. (2014)

Housing and TOD Study in Eastern Pima County- DI compiled existing conditions and plans along high capacity transit corridors linking the Town of Marana, the Town of Oro Valley, the City of Tucson, the City of South Tucson, and the Town of Sahuarita (2014)

Maricopa County TOD Neighborhood Study - A public education project about transit oriented development along the Metro Light Rail in Phoenix, Tempe, and Mesa (2012)
Impact on the Community

- Hundreds of projects in Pima County, more than 200 individual projects in the City of Tucson
Impact on the Community, cont’d

• Hundreds of projects all over Arizona, including many in Native communities

Ajo
Apache Junction
Arivaca
Avondale
Bitahomega
Bullhead City
Camp Verde
Casa Grande
City of Eloy
City of South Tucson
Cochise County
Corona de Tucson
Florence
Gila County
Globe-Miami
Gu Achi District
Ha:san
Hia-Ced O'odham
Holbrook
Hopi Nation
Kykotsmovi
Lake Havasu
Marana
Maricopa County
Mohave County
Navajo Nation
Nogales
Oro Valley
Pascua Yaqui
Patagonia
Payson
Phoenix
Picture Rocks
Pinal County
Pinetop-Lakeside
Prescott
Rio Rico
Safford
Sahuarita
San Xavier
Santa Cruz
Sedona
Shonto
Show Low
Sierra Vista
Sipaulovi Village
Snowflake
Springerville
Superior
Tohono O'odham
Tuba City
Tucson
Vail
Willcox
Winslow
Yuma
Impact on the Community, cont’d

Established relationships with numerous community groups, neighborhood associations, government entities, and non-profits:
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A Mountain Neighborhood
Alvernon Heights Neighborhood
Armory Park Neighborhood
Balboa Heights
Barrio Anita
Barrio Centro Neighborhood
Barrio Hollywood
Barrio Kroeger Lane
Barrio Santa Rosa
Broadmoor/Broadway Village
Broadway Northeast Neighborhood
Campus Farm Neighborhood
Catalina Vista Neighborhood
Corbett Neighborhood
Coronado Heights
Dunbar Springs
El Cortez Neighborhood
El Presidio
Elvira Neighborhood
Feldman’s Neighborhood
Flowing Wells Neighborhood
Fourth Avenue Merchants
Garden District
Groves Neighborhood
Harlan Heights Neighborhood
Jefferson Park Neighborhood
Keeling Neighborhood
Kino Corridor
Lost Barrio
Madera Park Neighborhood
Mountain First Neighborhood
Mountain View Neighborhood
Myers Neighborhood
Northwest Neighborhood
Oak Flower/North Dodge Neighborhood
Old Pasqua Neighborhood
Oracle Ocotillo Neighborhood
Oracle Road Corridor
Prince-Country Club Neighborhood
Prince-Tucson Neighborhood
Pueblo Gardens
Richland Heights Neighborhood
Rincon Heights
Rosemont Neighborhood
Sam Hughes Neighborhood
Santa Rita Neighborhood
South Park Neighborhood
Swan Park/29th Street Coalition
Tourney Park Neighborhood
Wakefield
West Ochoa
West University
Willo Neighborhood (Phx)
Established relationships with numerous community groups, neighborhood associations, government entities, and non-profits:

- Activate Tucson Coalition
- Amado Community Food Bank
- Amphi and Mountain View Schools
- Apostolic Church, Sahuarita
- Arizona Children’s Association
- Arts for All
- Boyce Thompson Arboretum
- Briones Housing
- Campfire Boys and Girls
- Cancer Support Foundation
- Casa de Esperanza
- Child Parent Centers
- Children’s Museum
- Chicanos Por La Causa
- Community Home Repair Projects of Arizona
- City High School
- College of Agriculture, U of A
- Community Food Bank
- Coronado Elementary
- Center for Physical Activity and Nutrition
- Desert View High School
- Family Housing Resources
- Friends of Saguaro National Park
- Greater Gilbert Agricultural Land Alliance
- Habitat for Humanity
- Hassayampa Nature Conservancy
- Dinnerware Contemporary Arts
- House of Neighborly Service
- Immanuel Lutheran Church, Sierra Vista
- Iraqi Institute for the Conservation of Antiquities and Heritage
- Ironwood Elementary, Marana
- Jewish Family and Children’s Services
- Korean War Veterans Memorial at Kino La Frontera
- La Pilita Association
- Las Familias
- Law School, U of A
- Main Street Coalition
- Many Hands (affordable housing, Flagstaff)
- Marana School District
- Marshall Home for Men
- Mat Bevel Institute
- McKenna Redondo Park
- Mennonite Fellowship
- Miles Community Center
- Monroe Street Abbey / Community Theater
- Nogales CDC
- Northern Cochise Community Hospital
- Northwest YMCA
- Ott YMCA
- Pima Council on Aging
- Pinal Gila Council for Senior Citizens
- Pio Decimo
Impact on the Community, cont’d

Established relationships with numerous community groups, neighborhood associations, government entities, and non-profits:

1986
- Prescott AZ Pioneers Cemetery
- Primavera
- Pro Neighborhoods
- Quail House
- Rebuilding Together Tucson
- Rio Nuevo
- Rio Rico High School
- Romero House at Mercado
- Southern Arizona Arts Foundation
- Sahuarita School District

1991
- Santa Cruz Alliance
- Santa Cruz Farmer’s Market
- Southern Arizona AIDS Foundation
- Southside Presbyterian Church
- St Mark’s Church
- St. David Heritage and Cultural Society
- Tanque Verde School District
- The Haven
- TMM Family Services
- Tucson Audubon Society

2004
- Tucson Indian Center
- Tucson Nursery Schools
- Tucson Urban League
- Tucson Village Campus for the Aging
- TUSD Schools
- United Way
- Native Peoples Technical Assistance Office (UA)
- Renewable Energy Network (UA)
- Westside Week and Seed

2009

2016
Impact on the Community, cont’d

Established relationships with numerous community groups, neighborhood associations, government entities, and non-profits:

Apache Junction
Arizona Department of Housing
Arizona State Historic Preservation Office
Avondale
Bullhead City
Bureau of Land Management
Camp Verde
City of Nogales
City of Peoria
City of Sierra Vista
City of South Tucson
City of Tucson
City of Yuma
Cochise County
Five Points
Greenleigh County
Kaibeto Tuba City
Lake Havasu City
Maricopa County
Miami / Globe
Mojave County
National Park Service
Pima Association of Governments
Pima County
Pinetop-Lakeside
Sahuarita
Sedona
Show Low
State of Arizona
Sunnyside Neighborhood
Town of Ajo
Town of Catalina

Town of Coolidge
Town of Eloy
Town of Florence
Town of Marana
Town of Naco
Town of Patagonia
Town of Payson
Town of Prescott
Town of Safford
Town of Springerville
Town of Vail
Town of Wilcox
Town of Winslow
U.S. General Services Administration
US State Department
Yavapai County
Impact on the Community, cont’d

Established relationships with numerous community groups, neighborhood associations, government entities, and non-profits:

- Bitahochee Trading Post
- Dequenesh Clinic
- Gu Achi
- Ha:san Preparatory
- Kykotsmovi
- Sipaulovi Village (Hopì)
- Shonto (Navajo)
- Hia-Ced O’odham
- Hopi Tribe
- Navajo Nation
- San Ignacio Yaqui Council
- San Xavier District/Tohono O’odham Nation
- Winslow Dine
- Arizona Department of Housing
- Centers for Disease Control
- City of South Tucson
- City of Tucson
- Chicanos Por La Causa
- Fannie Mae
- National Park Service
- Pima County
- U of A Cooperative Extension
- U.S. HUD
- Urban Land Institute
- Native Peoples Technical Assistance
- Office
- U.S. State Department
- A Mountain LLC Housing
- Doucette
- Glenn Verde Apartments
- John Wesley Miller
- MHC Redevelopment
- Phoenix Revitalization Corp
- Rocking K Ranch Development Corporation
- The Gadsden Company
- Tucson Association of Realtors
International Impact

- Fundación Altiplano (Chile)
- Instituto Nacional de Antropología e Historia (Mexico)
- Instituto Tecnológico y Estudios Superiores de Monterrey (Mexico)
- Iraqi Institute for the Conservation of Antiquities and Heritage (Iraq)
- Kabul University (Afghanistan)
- National Built Heritage Center (Saudi Arabia)
- Universidad Nacional Autónoma de Mexico (Mexico)
- University of Dammam (Saudi Arabia)
Impact on the College - $ and reputation
Impact on Students - real world experience

- Drachman Institute has employed hundreds of students from each of CAPLA’s academic programs
- LAAB and PAB recognize the importance of DI to the student experience
Conclusion

• Visioning process, where do we go from here?

• Look out for an email invitation to the online survey

• Online survey will also be sent to community members

• Potential second meeting will present the results

• Look out for an RFP from Interim Dean Hardin

• Final report with proposals will be packaged for the new Dean