

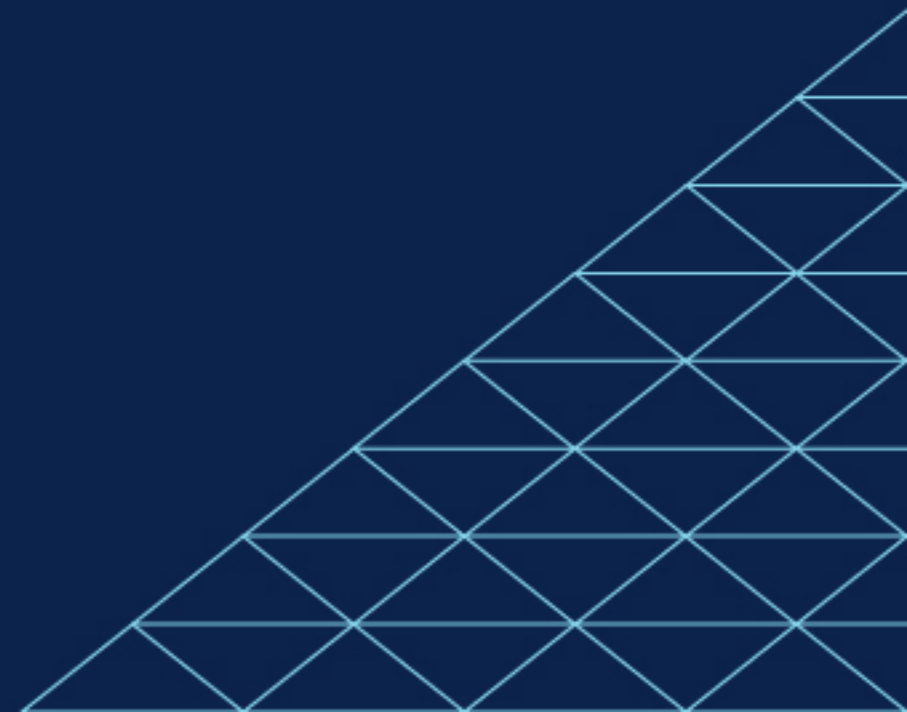
# **FOCUS GROUP SESSION**

## **RESEARCH**

UNIVERSITY OF ARIZONA – SIERRA VISTA

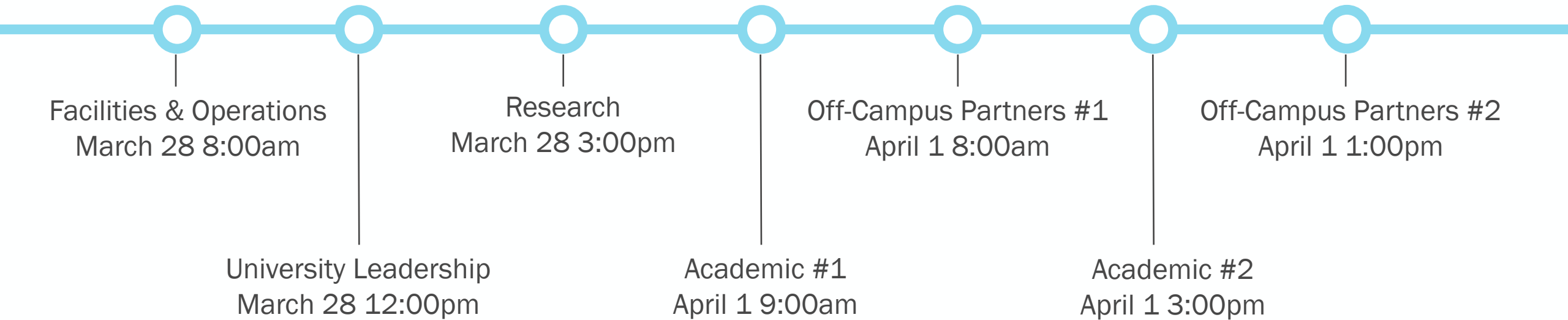
**COLLEGE OF APPLIED SCIENCE  
& TECHNOLOGY (CAST)**

AYERS SAINT GROSS INTRODUCTION / MARCH 28, 2022



# Focus Group Sessions

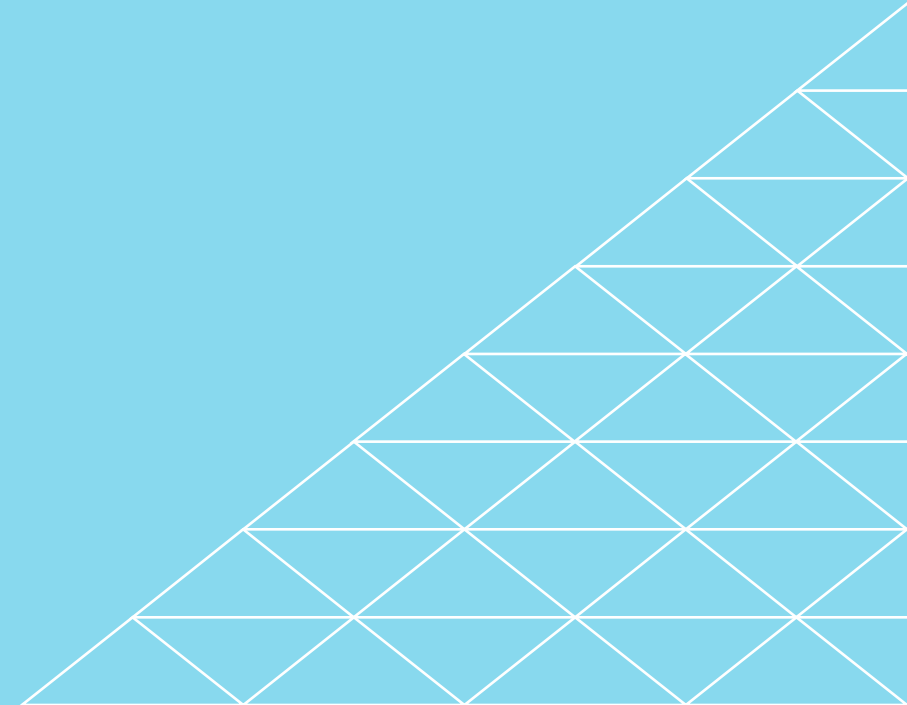
Upcoming Schedule



# Agenda

- Team Introductions
- Process
- Strategic Plan & Research Programs
- Campus Analysis
- Next Steps

# TEAM INTRODUCTIONS



# Research Focus Group

## **Nicol Rae**

CAST Associate Dean  
Applied Research  
and Development

## **Mark van Dyke**

Associate Dean for  
Research, College of  
Engineering

## **Austin Yamada**

President, UA Applied  
Research Corporation

## **Paul Wagner**

Department Head  
Applied Technology

## **Jason Denno**

Director Cyber and  
Applied Research  
Center

## **Eric Mapp**

Department Head  
Applied Science

## **Bryan Carter**

Digital Humanities

## **Cody Nichols**

Research, Innovation  
& Impact (RII)

## **John Grant**

Technology  
Innovation Program  
Manager, Fort  
Huachuca

## **Gary Packard**

Dean, College of  
Applied Science and  
Technology

# Meet the UA – Planning, Design & Construction Team



**Peter Dourlein**

Associate Vice  
President, University  
Architect



**Ed Galda**

Planning Manager



**Mark Novak**

University Landscape  
Architect

# Meet the Ayers Saint Gross Team

*Planning Consultant for the CAST Masterplan Project*



**Jack Black**  
Principal-in-Charge  
& Engagement



**Ray Byrd**  
Campus Planner  
& Engagement



**Ashwin  
Dharmadhikari**  
Campus Planner  
& Engagement

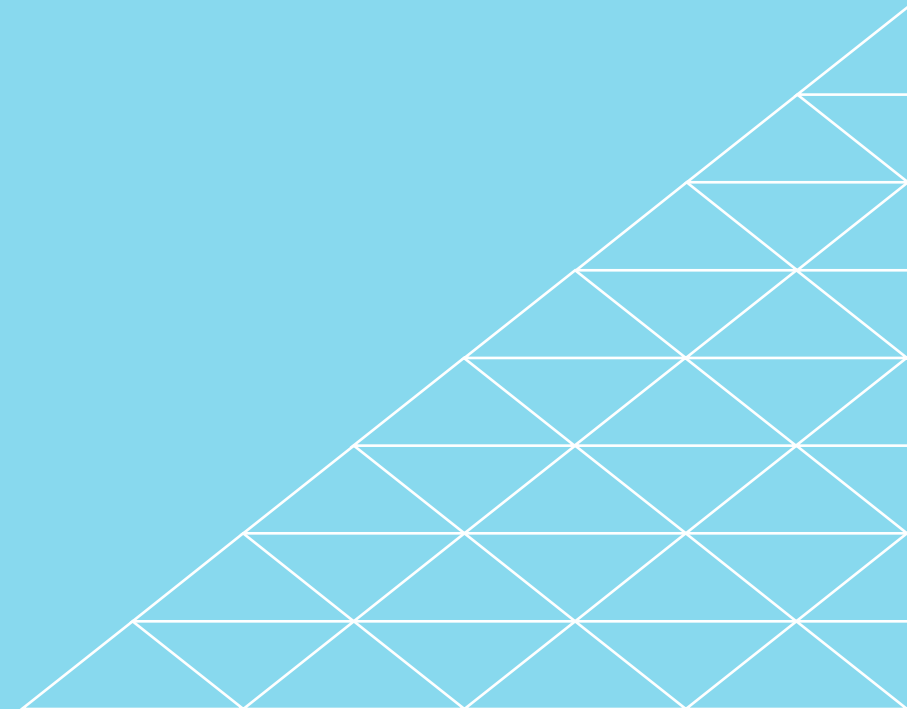
*Inclusive, flexible, and creative engagement expertise.*

# Research Focus Group Objectives

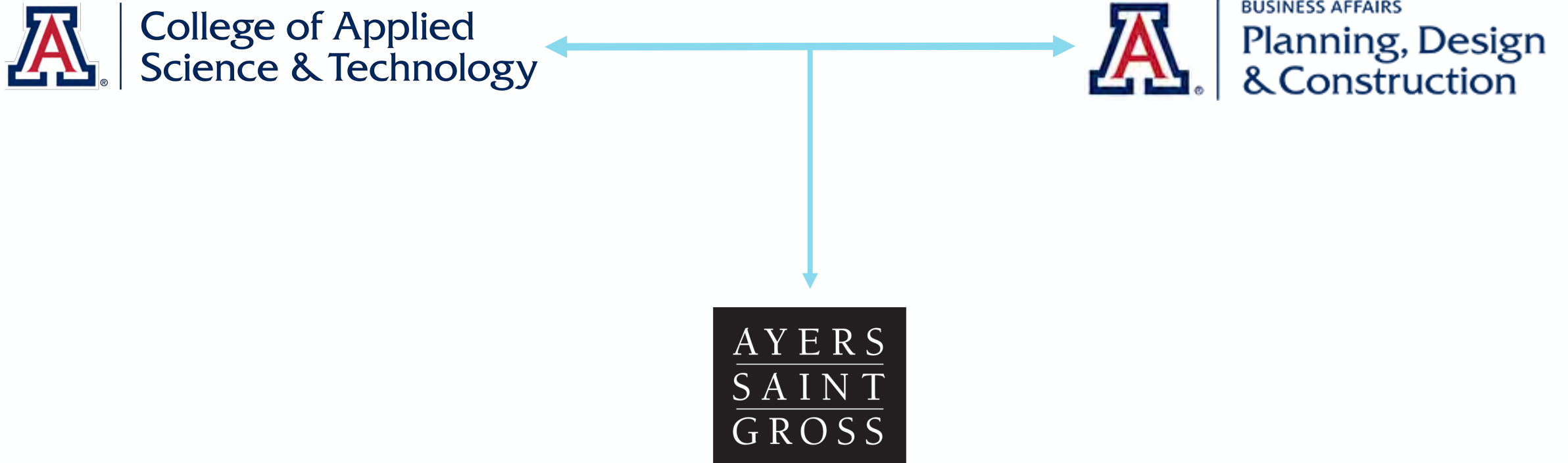
- Develop primary project parameters including research programs and support profiles
- Provide an overview on current research initiatives
- Advance signature programs and special resources
- Identify and discuss scaling of research facilities
- Identify unique infrastructure needs
- Assess current facilities and functional adequacy
- Assess on-site research opportunities and constraints
- Discuss community needs and responses to research partners
- Track and develop long-term protocol and policy needs
- Discuss online vs. on-campus resources and needs
- Provide student support and research partner success resources
- Discuss emerging issues



# PROCESS



# Process Protocols



---

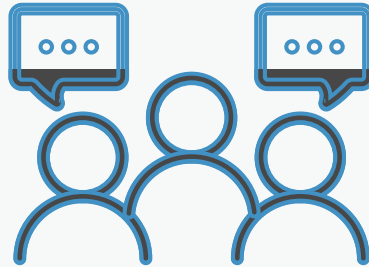
# PROCESS

## Observe and Assess



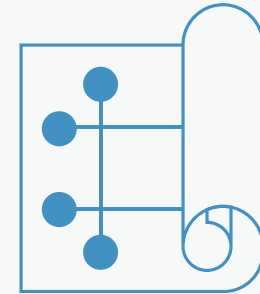
Get to know  
UA Sierra Vista Campus

## Envision and Test



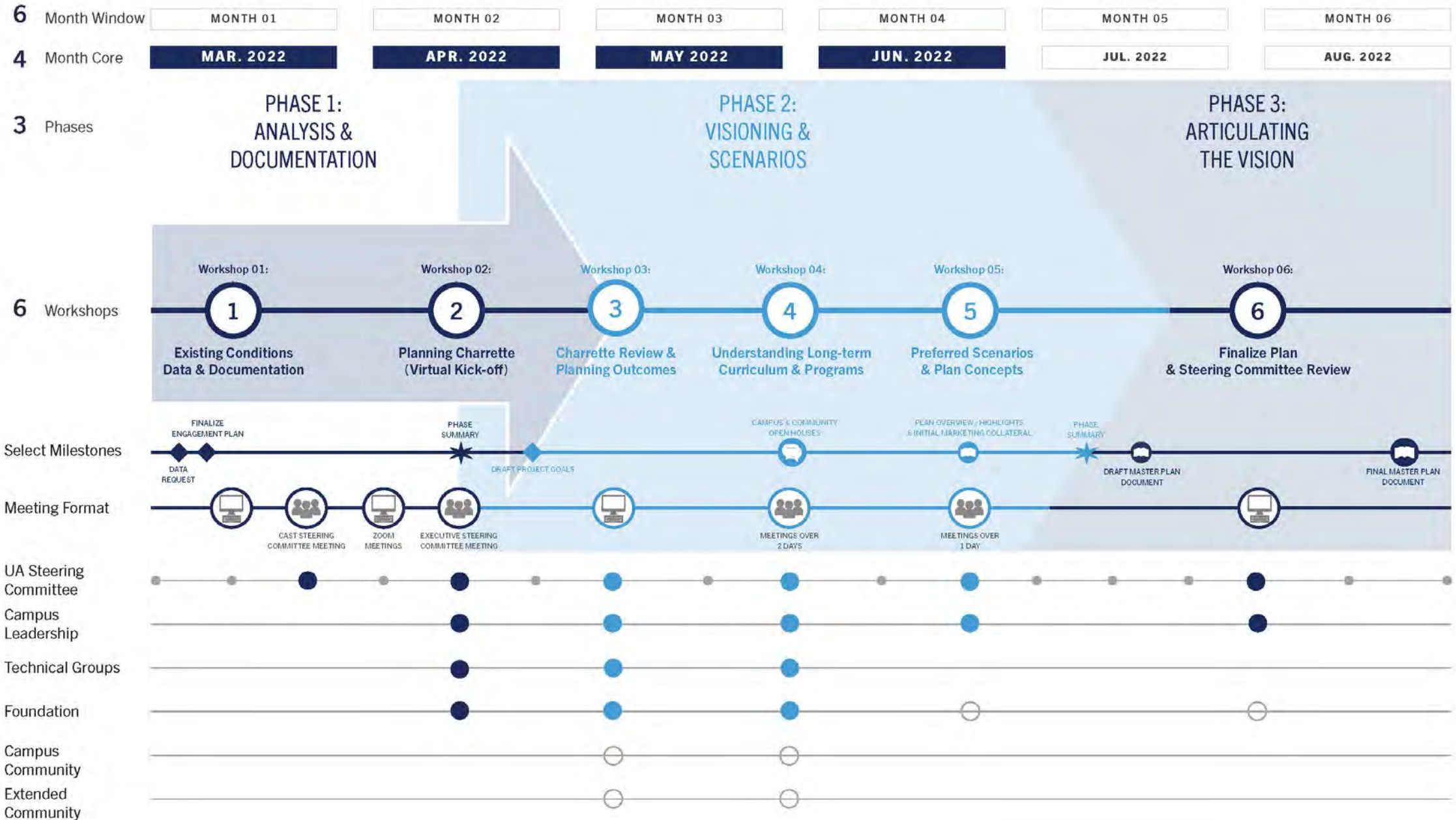
Explore and evaluate  
ideas together

## Synthesize



Capture the process  
and current thinking

# Process Schedule



# What is a Master Plan?

## PURPOSE



SHAPE LEADERS



DISCOVER



INNOVATE



IMPACT

## PEOPLE



STUDENTS



FACULTY



STAFF



COMMUNITY

## PLACE



SIERRA VISTA



REGION



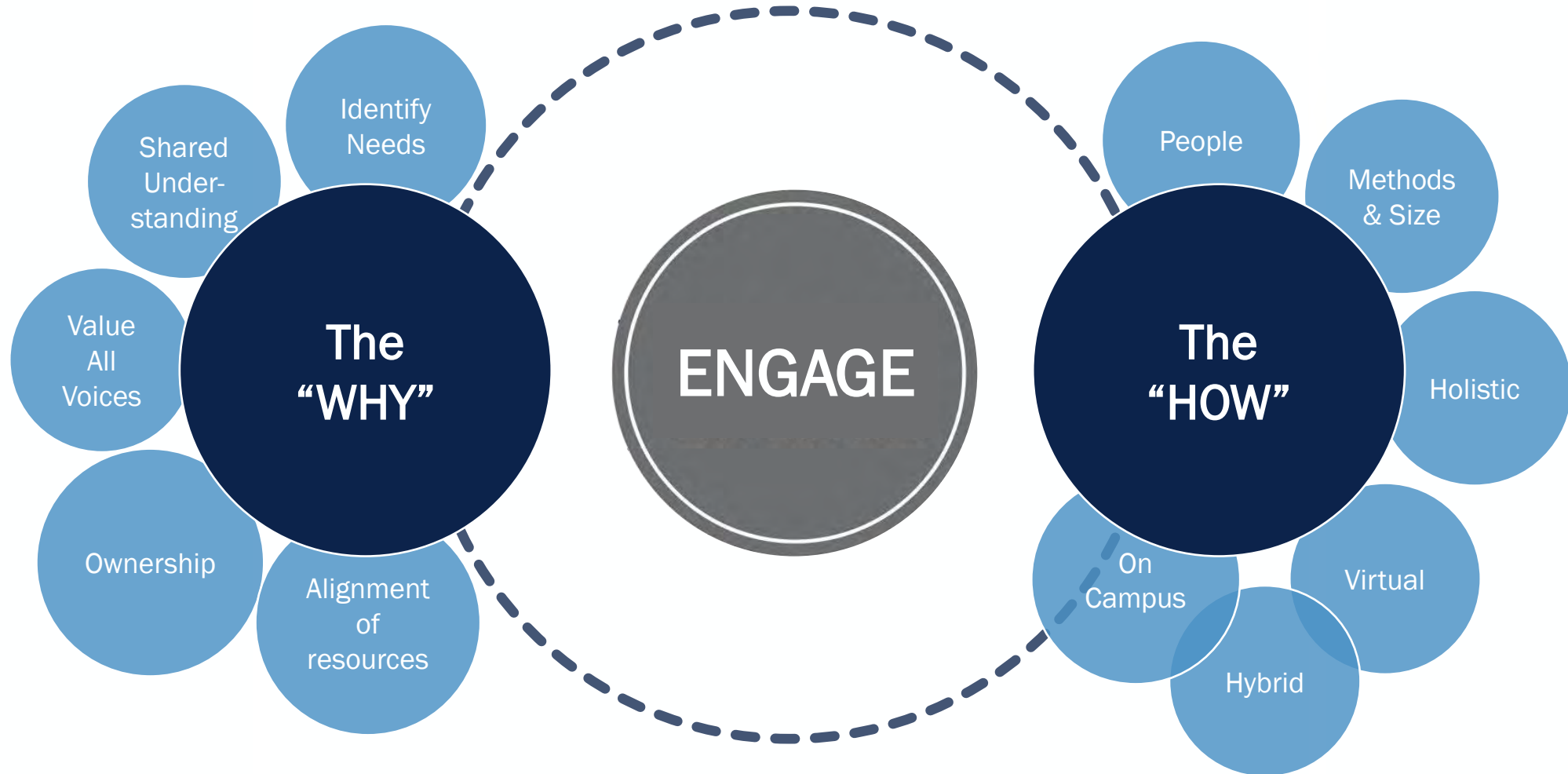
NATION



GLOBE

# Engagement: A Deliberate Process

ALIGNING COMMUNITY, VISION, & OUTCOMES



# Virtual Engagement



**Let's Discuss**

Which streets and intersections do you think should be the highest priority for transformation?

Use the annotate tool to mark the key areas.

Write your ideas in the chat to share with the group.



From Viviana Grieco to Everyone:  
And, without successful faculty and staff, it would be quite impossible to support student success

From Troy Lillebo - UMKC to Everyone:  
Amen!

From Kimiko Gilmore to Everyone:  
This may be a candidate for PIAC funding with KCMO

From Viviana Grieco to Everyone:  
Pre-Covid, there were so many car accidents on Rockhill Road. It's scary

From Troy Lillebo - UMKC to Everyone:  
Gorgeous

From Viviana Grieco to Everyone:  
The same concept should be applied to Rockhill Road. Crossing over that road is a challenge

From Caroline Moriarty to Everyone:  
Or taking advantage of Whole Foods' one hour parking if they only have one class

From Bill Haverly to Everyone:  
Gateways need to be welcoming, not imposing.

From Troy Lillebo - UMKC to Everyone:  
Agreed. not as big a fan of the wall. Something more permeable and welcoming

Question 2

From Viviana Grieco to Everyone:  
No walls. please. They are too loaded these days

# Engagement Sustains Implementation

MORE THAN JUST MEETINGS

**1. HOW DO YOU PREFER TO STUDY / COLLABORATE?**

For each topic below, place one (1) dot in the box that best describes you or the location that represents your preference.

**STUDY / COLLABORATION LOCATION:**

- ON-CAMPUS INDOOR PUBLIC SPACE (online spaces with background noise)
- ON-CAMPUS INDOOR PUBLIC SPACE (quiet areas, ex. library)
- OFF-CAMPUS PUBLIC SPACE (ex. coffee shops)
- INDOOR ENCLOSED STUDY ROOM
- OUTDOOR SPACE
- AT HOME / RESIDENCE HALL

**STUDY / COLLABORATION ENVIRONMENT:**

OPEN      SEMI-OPEN      SEMI-ENCLOSED      ENCLOSED

**SENSE OF ENCLOSURE**

PLACE DOTS HERE      PLACE DOTS HERE      PLACE DOTS HERE

**STUDY GROUP SIZE:**

- INDIVIDUAL
- SMALL GROUP (2-3 people)
- MEDIUM GROUP (4-6 people)
- LARGE GROUP (7+ people)

**STUDY GROUP SIZE**

PLACE DOTS HERE      PLACE DOTS HERE      PLACE DOTS HERE

**Participant Examples:**

- Freshman Student (Visiting Gorilla):** Plots dots in the 'ON-CAMPUS INDOOR PUBLIC SPACE (quiet areas, ex. library)' and 'INDOOR ENCLOSED STUDY ROOM' categories.
- Professor Williams (Visiting Gorilla):** Plots dots in the 'INDOOR ENCLOSED STUDY ROOM' and 'SMALL GROUP (2-3 people)' categories.



Visit the Engagement Website!

**TAKE THE SURVEY!**

<https://www.sustain.ucla.edu/plan/>

Take the Survey! Tell your friends!



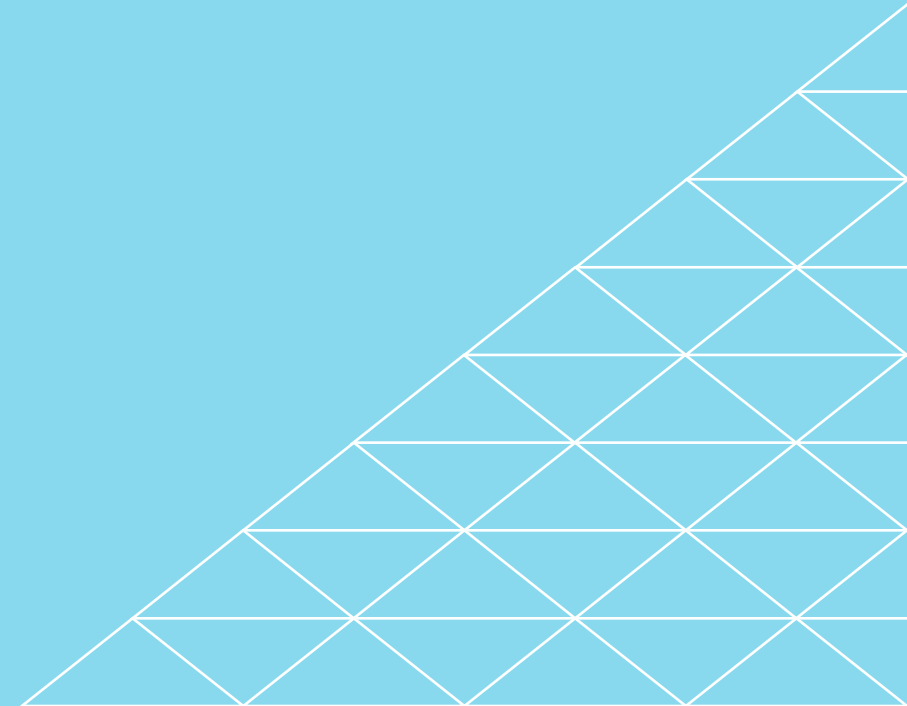
Host is sharing poll results

1. What should be the top three priorities of the master plan related to mission critical space? (Honor System - pick three only) (Multiple choice)

Dedicated OneMUSC/PE spaces	32%
Faculty collaboration space	36%
Improved ambulatory functions	50%
Improved quality of research space	36%
Large classrooms/right type of classrooms	43%
New comprehensive cancer center	25%
Office space close to the hospital	25%



# **STRATEGIC PLAN & RESEARCH PROGRAMS**



# Dr. Packard's Vision for the Campus

University of Arizona College of Applied Science & Technology

- **CAST Mission:** Work at the intersection of social science and technology to deliver rigorous, 4<sup>th</sup> Industrial Revolution applied education & research to our region and our world
- **CAST Vision:** The Nation's leader in accessible, 21st Century applied science and technology education & research for post-traditional transfer students who will lead our future
- **UArizona Values:** Integrity, Compassion, Exploration, Adaptation, Inclusion, Determination
- **CAST Values:** Respect for Human Dignity, Teamwork, Ethical Digital Citizenry, Applied Education For the Work Force, Applied Student-Powered Research, Community Impact
- CAST Tag Line: **FUTURE FOCUSED –CAREER READY**

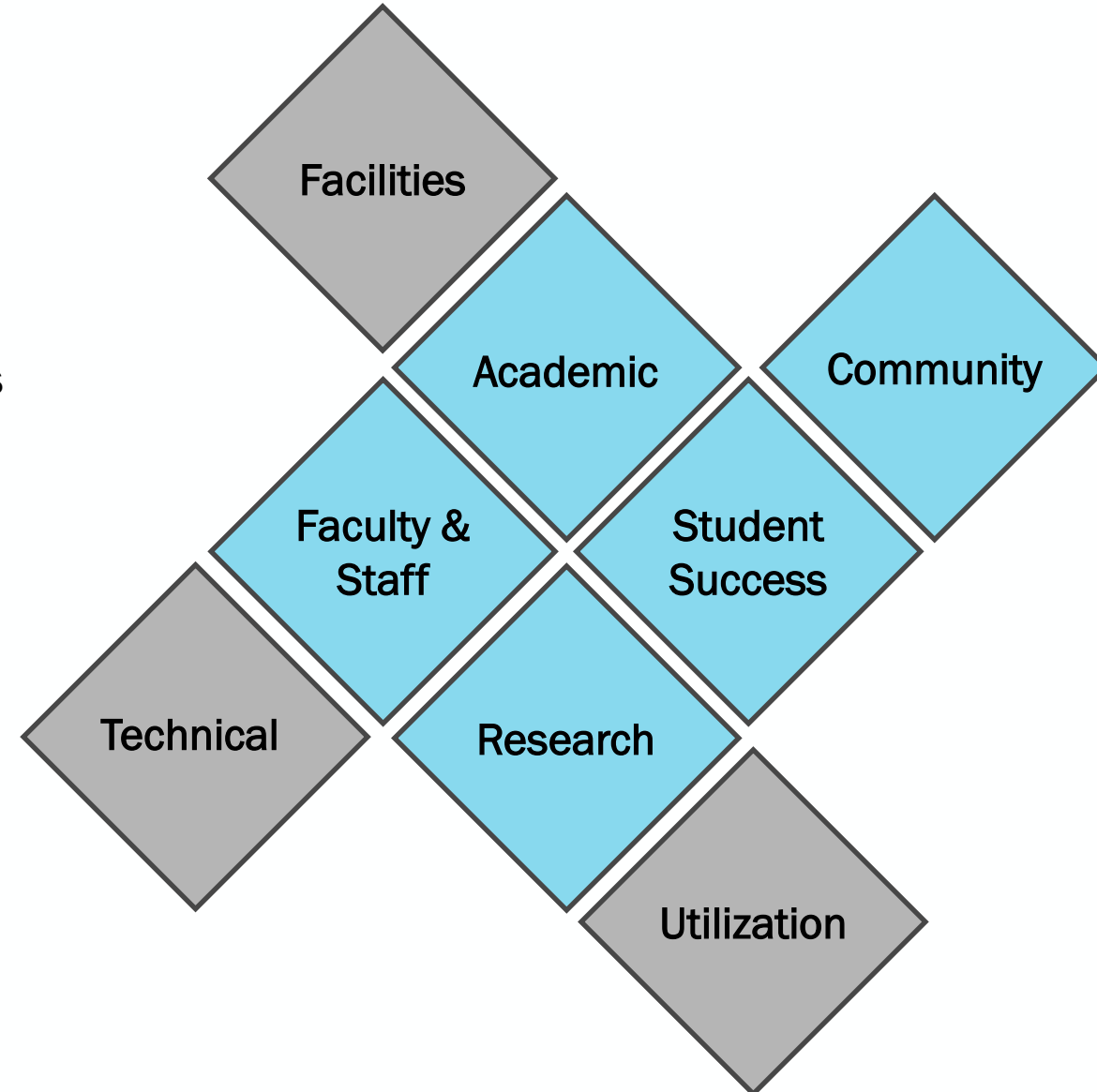
# Key Drivers

The key drivers that inform the master planning process include:

- Current and future **Research** needs
- Including space types, scales, and infrastructure
- **Academic** needs of current programs and future programs
- Unique program delivery—online and in-person
- **Student Success** resources & access
- **Faculty and Staff** resources and support
- Support **Community** needs and aspirations

Other Drivers

- **Technical** understanding of the site constraints and conditions
- Current and future **Utilization Profiles**
- Existing use of facilities and their role for future



# Achieving the Objectives in the Strategic Plan

## RECRUIT AND HIRE DIVERSE FACULTY AND STAFF WHO ARE PASSIONATE ABOUT OUR VALUES

- **Hire Faculty and Staff to keep up with growth and diversify**
- Increase full time faculty by 50% over first two years, then grow at the pace of student growth in years 3 -5
- **Hire staff & administrators to keep up with growth**
- Increase Tenure Track Faculty to 25% - 30% of permanent faculty lines
- Publish College Promotion, Evaluation, Mentoring, & Onboarding Policy
- Publish College hiring policy and fund hiring outreach to increase diversity and qualifications of applicants in hiring pools
- Complete a position review to ensure equity and alignment to mission
- Pursue at least two Strategic Priorities Faculty Initiative (SPFI) hires

## BUILD WORLD CLASS INFRASTRUCTURE AND EFFECTIVE ORGANIZATIONAL STRUCTURE

- Coordinate with the University CFO to establish a distinct accounting line to track legislative allocation to support activity at the Sierra Vista Branch Campus
- **Publish Campus Master Plan in coordination with main campus, University South Foundation, Cochise CC, & the City of Sierra Vista**
- Review and initiate College org structure for the future
- **Move facilities management back to the SV Campus**
- **Renovate Groth Hall by summer of 2023 to align with 30th Anniversary**
- **Complete construction of new applied research building**
- **Renovate Arizona Folklore Preserve to include Digital Humanities**
- **Refresh technology infrastructure to keep pace with CAST's innovative online teaching and Virtual Learning Environment**
- **Reinvigorate community and regional partnerships**

## MENTOR, RETAIN AND MOTIVATE FACULTY WHO DELIVER WORLD CLASS, 4<sup>TH</sup> IR EDUCATION AND UNDERGRAD RESEARCH

- Elevate the work of the DEI Committee to continuously improve our inclusive culture benefiting a diverse faculty and student population
- Complete and implement college mentoring program
- Prepare college on-boarding program for upcoming hiring surge
- Update and fund faculty awards process
- Pursue Endowment for CAST's first named professor
- **Hire Associate Dean for Applied Research & Development**

## RECRUIT, ADVISE AND INSPIRE DIVERSE, POST-TRADITIONAL TRANSFER STUDENTS TO IMPACT OUR REGION AND THE WORLD

- Complete MOA with Vice Provost for ODCE
- Reach 5,000 students (certificates, minors, BAS, PSM) by the end of the five-year plan
- In-person advisor/recruitment specialist in Sierra Vista, Pima East, Chandler, and Yuma
- **Building on the success of the Basha High School/Chandler-Gilbert CC/CAST pipeline in Cyber Ops, pursue similar partnerships in Cyber and other programs throughout AZ**
- **Further our partnerships with DoD Community Colleges and Education**
- **Grow partnerships with Federal & regional LE agencies**
- Expand student awards and scholarships to increase accessibility
- Grow partnership with Global Direct & pursue educational partnerships with Mexico

## DEVELOP & DELIVER RIGOROUS AND RELEVANT EDUCATION AND RESEARCH THEN ASSESS OUR PROGRESS THROUGH REGULAR PROGRAM REVIEW

- **Launch 6 –9 Professional Science Masters Degrees over 5 years**
- Start with an educational technology focused degree in Fall of 2022
- Built with stackable Masters Certificates
- **Establish innovation guidelines and encourage sustainable creativity**
- **Establish & fund College professional development process**
- **Develop a student-centric (undergrad & grad) applied research portfolio designed to support best practices in education while impacting a 21<sup>st</sup> century world**
- **Solidify our national reputation as a leader in rigorous online & hybrid transfer education for the 21<sup>st</sup> century workforce**

# CAST Community (Spring 2022)

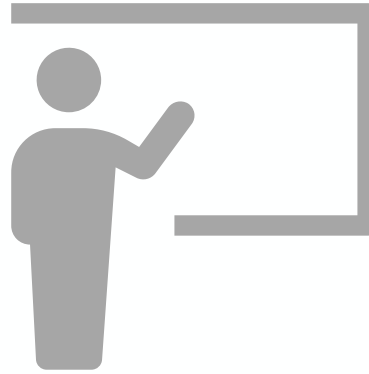
University of Arizona College of Applied Science & Technology



**2,133**

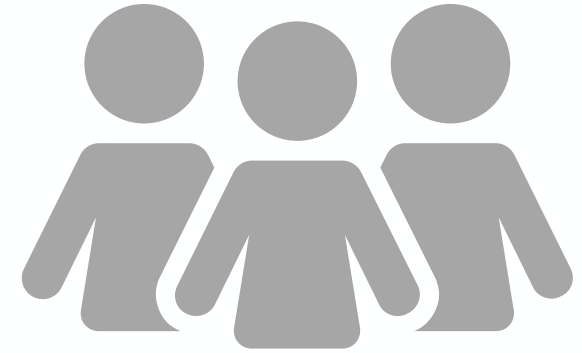
**Students**

24% increase Spring  
2021 to Spring 2022



**92**

**Faculty**



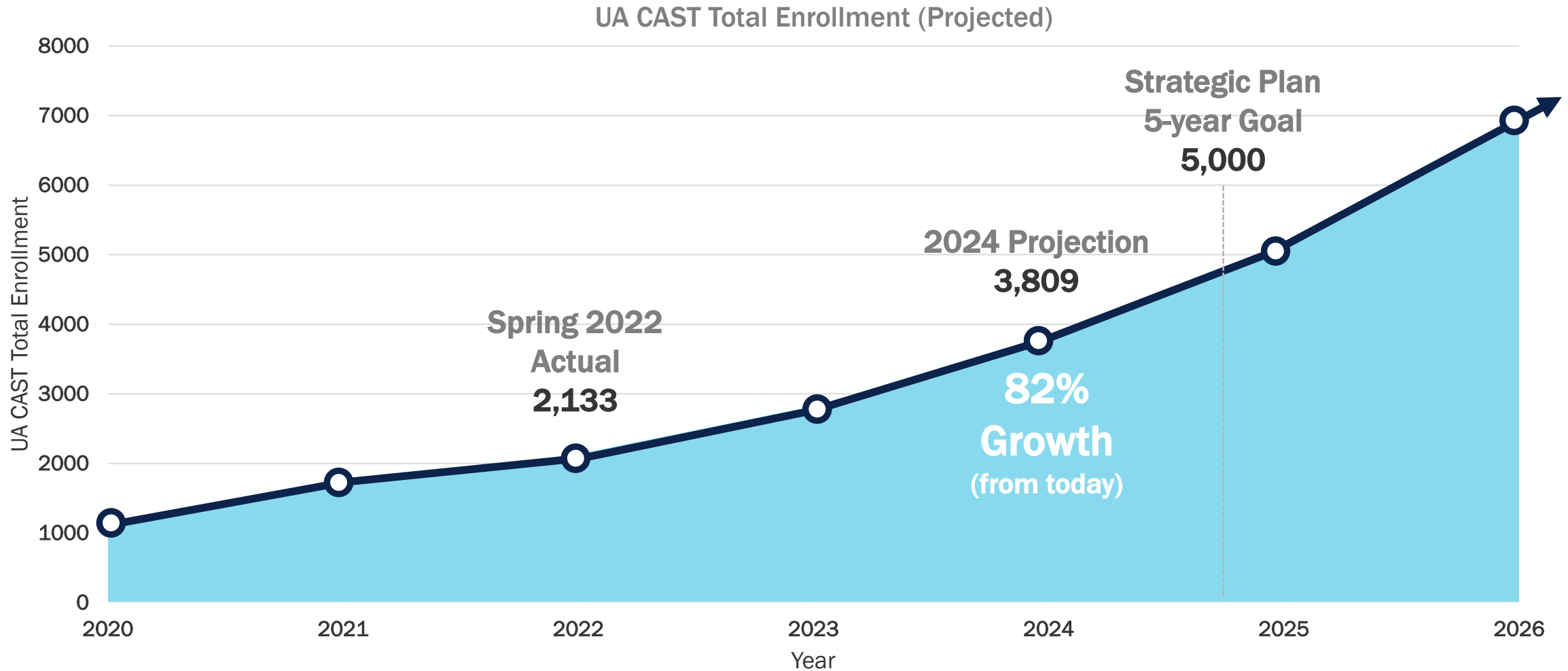
**48**

**Staff**

5 – Administrators  
8 – Student Workers  
35 – Staff

# Forecasted Growth

University of Arizona College of Applied Science & Technology



# Programs

University of Arizona College of Applied Science & Technology

## Unique Programs:

- Government & Public Service
- Administration of Justice
- Bachelors of Applied Science:
  - Early Childhood Education
  - Human Services
  - Applied Computing
  - Intelligence & Information Operations
  - Cyber Operations
  - Org. Leadership & Regional Commerce
- Shared Programs:
  - Family Studies & Human Development
  - Psychology
  - Computer Science & Pre-Computer Science

## Undergraduate Certificates:

- Cybersecurity
- Cyber Operations
- Digital Forensics (New 2022)
- Cyber Defense (New 2022)
- Security Computing (New 2022)
- Information Warfare (New 2022)
- Organizational Leadership (New 2022)

---

## Projections shared with ASG:

**10-15%**

**30-50%**

- Some program sunsetting / additions
- Average Projected Annual Program Growth through 2024
- Org. Leadership & Regional Commerce Projected annual growth through 2024

# Community Partners

University of Arizona College of Applied Science & Technology

## Sierra Vista:

- Arizona Folklore Preserve (AFP)
- Fort Huachuca Education Center
- City of Sierra Vista
- The Foundation

## Regional & Online:

- Pima Community College East
- Douglas, Nogales, Yuma, Chandler
- Arizona Online
- Near You Network (Student Services)

## Programmatic Links - Pathways / Relationships:

- UA Main Campus & UA Global Campus
- Cochise Community College
- Buena & other AZ High Schools
- Corporate Education Partners



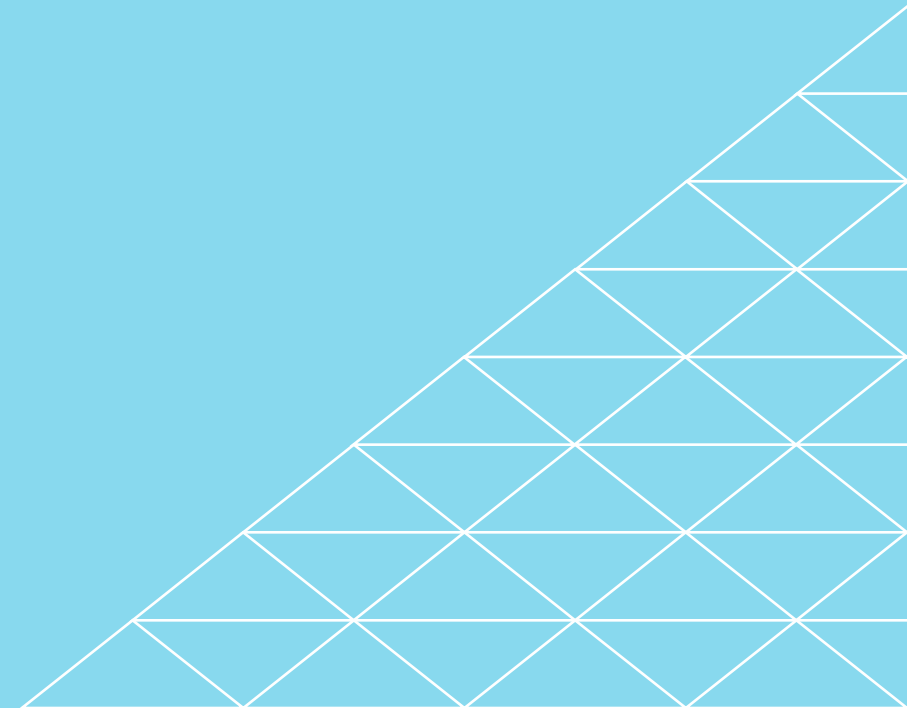


- Do we have any space typologies/examples for research going forward?
- How do we best describe the research program?
- How can the CAST's research support our community partners?
- What does it take to support faculty and staff in our research initiatives?



## **Discussion Point**

# CAMPUS ANALYSIS



# Sierra Vista

Regional Context

**FORT  
HUACHUCA**

**HUACHUCA MOUNTAIN  
RANGE**

**70 MILES TO  
TUCSON**

HWY 90

**UA  
CAST**

Accessed by  
Charleston Rd.,  
Colombo Ave., or  
Campus Dr.

Fry Blvd.

**SIERRA  
VISTA**

HWY 92

HWY 90

7th St.

Buffalo Soldier Trail

**FOLK  
LORE**

**12.5 MILES TO  
US-MEXICO  
BORDER**



# Local Context

- Access
- Wayfinding
- Community
- Identity
- Branding



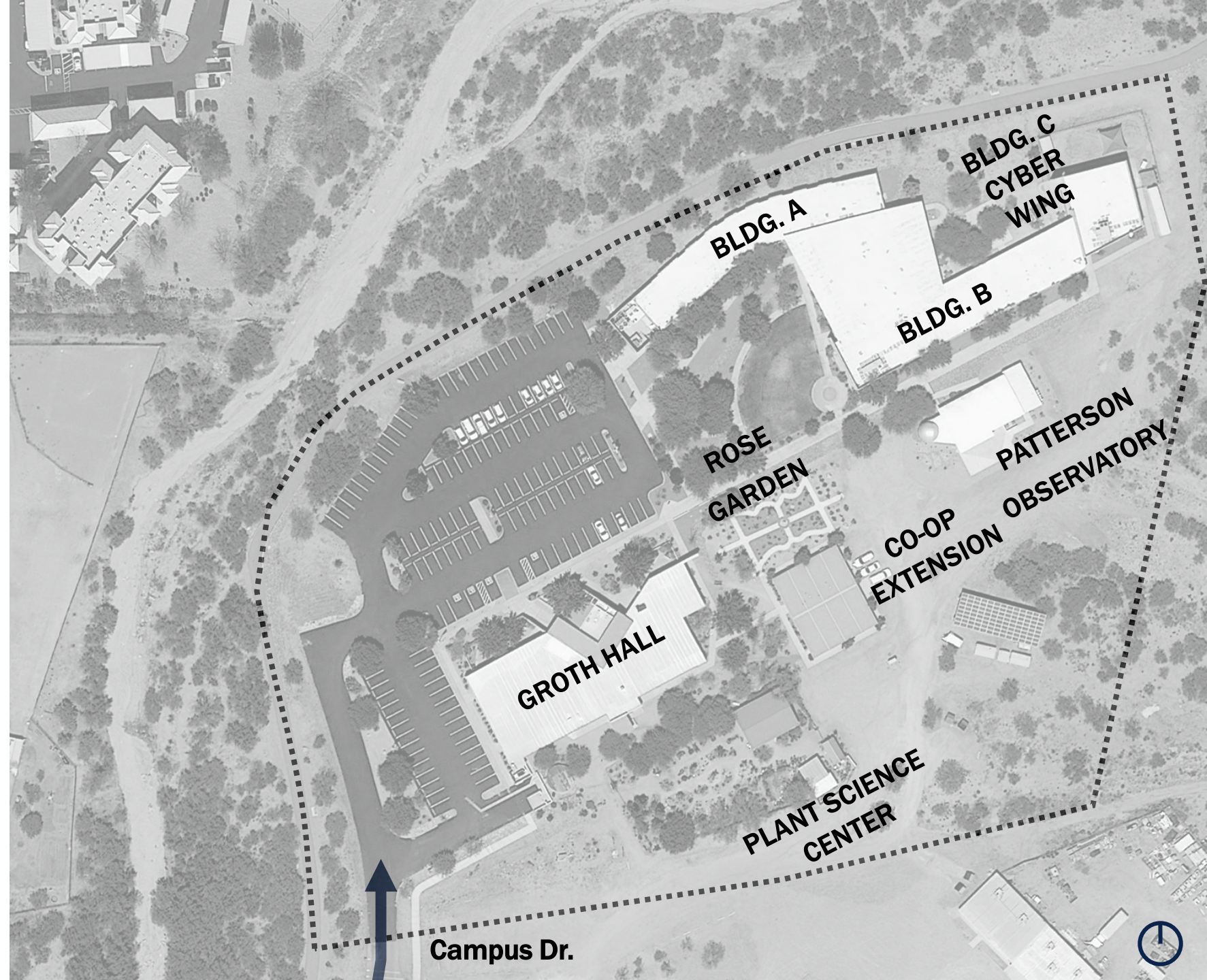
# UA CAST CAMPUS

Campus Site\*: ~8.25 Acres

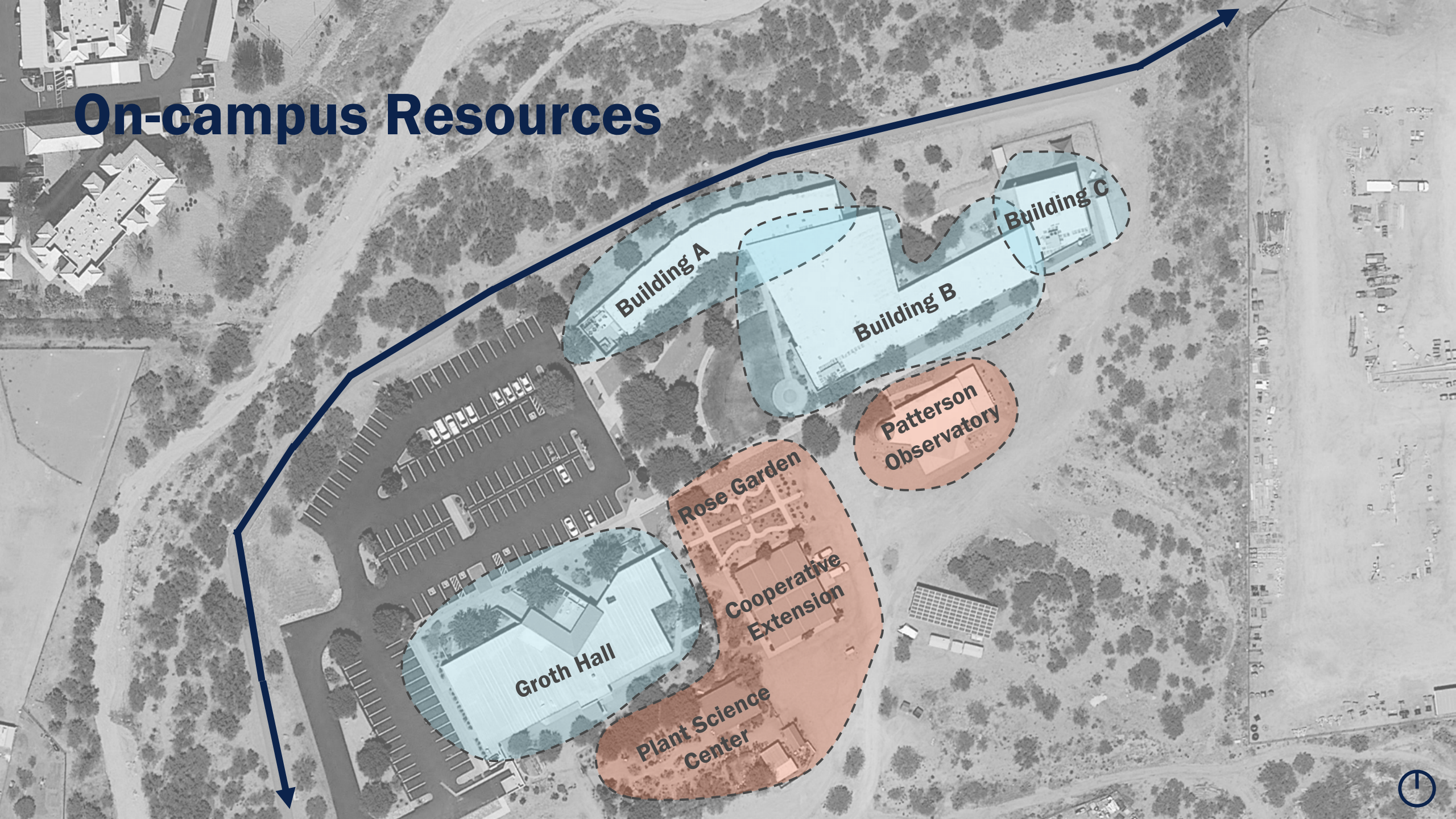
Facilities\*: ~40,000 NSF

- Access
- Campus
- Framework
- Elements
- Service

\*Note: Values vary by source



# On-campus Resources



Building A

Building B

Building C

Patterson  
Observatory

Groth Hall

Rose Garden

Cooperative  
Extension

Plant Science  
Center



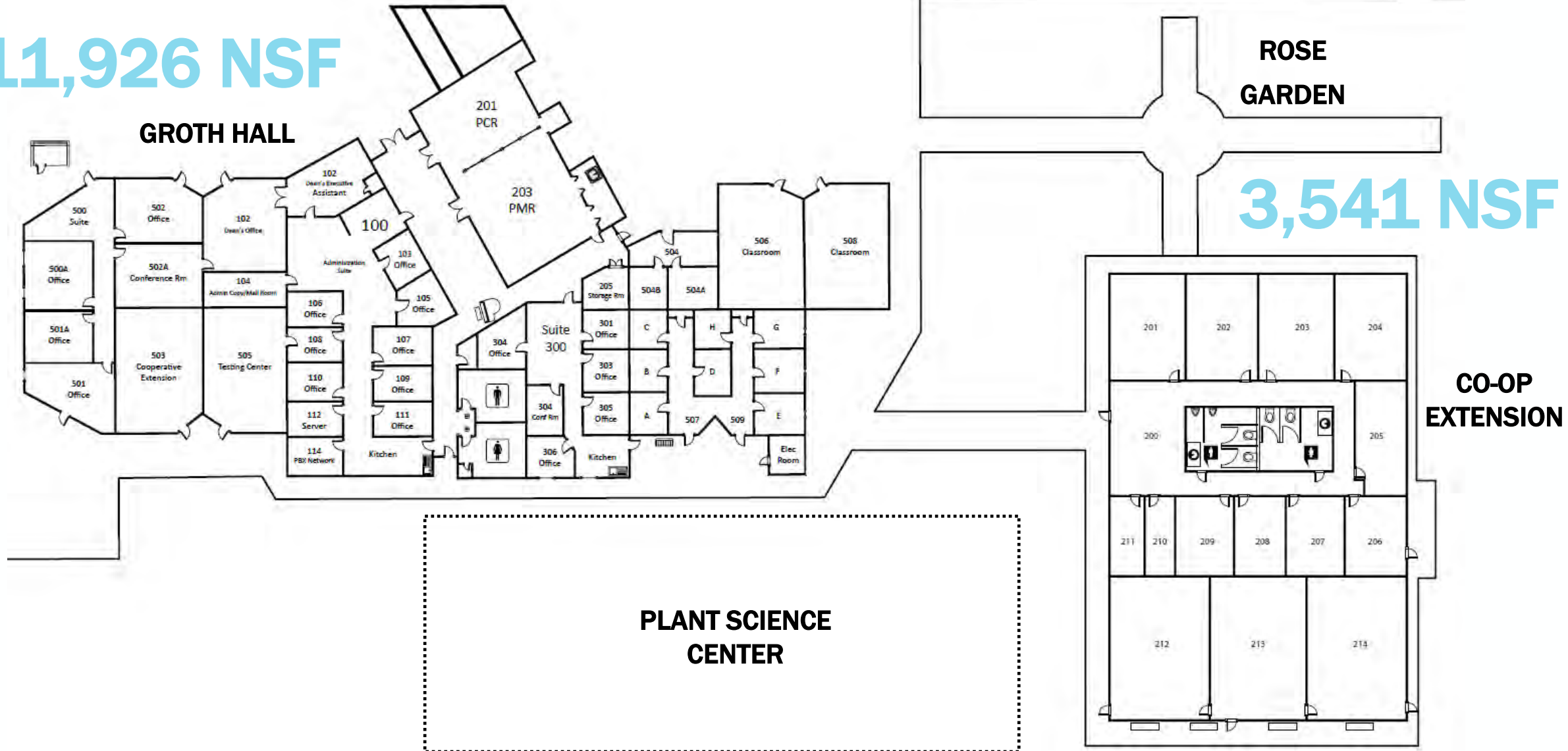
# Which of the following categories would help advance the research needs?

Please use the stamp tool on a scale of 1 to 5 to indicate how well the campus spaces serve the following categories

	1	2	3	4	5
• Flexibility/Adaptability					
• Online/Digital Access					
• Transparency / Campus visibility					
• Partnership Support					
• Visual Presentations & Exhibition					
• Hardware / Physical Footprint					

# UA CAST CAMPUS

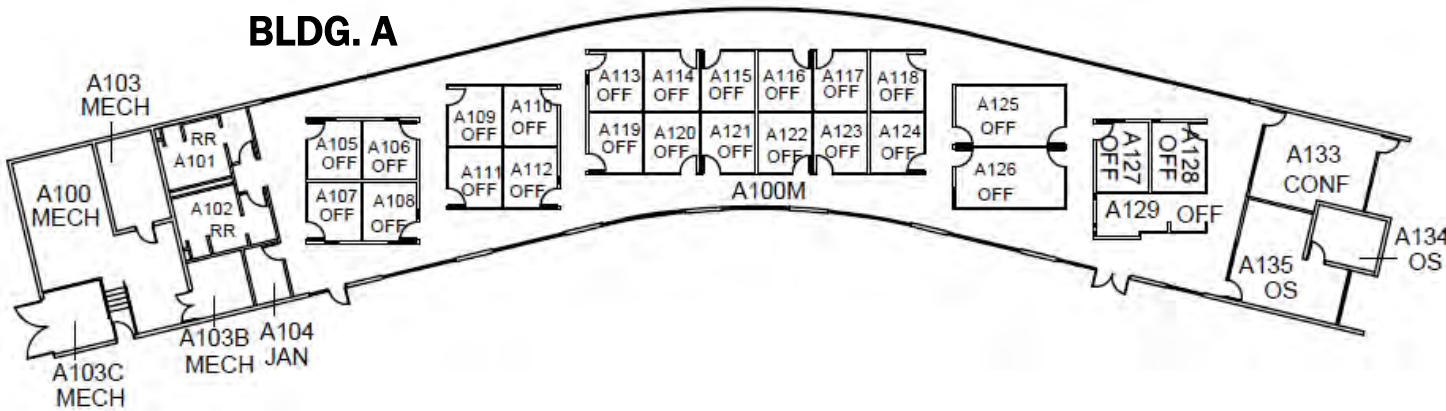
11,926 NSF





# Building A, B & C

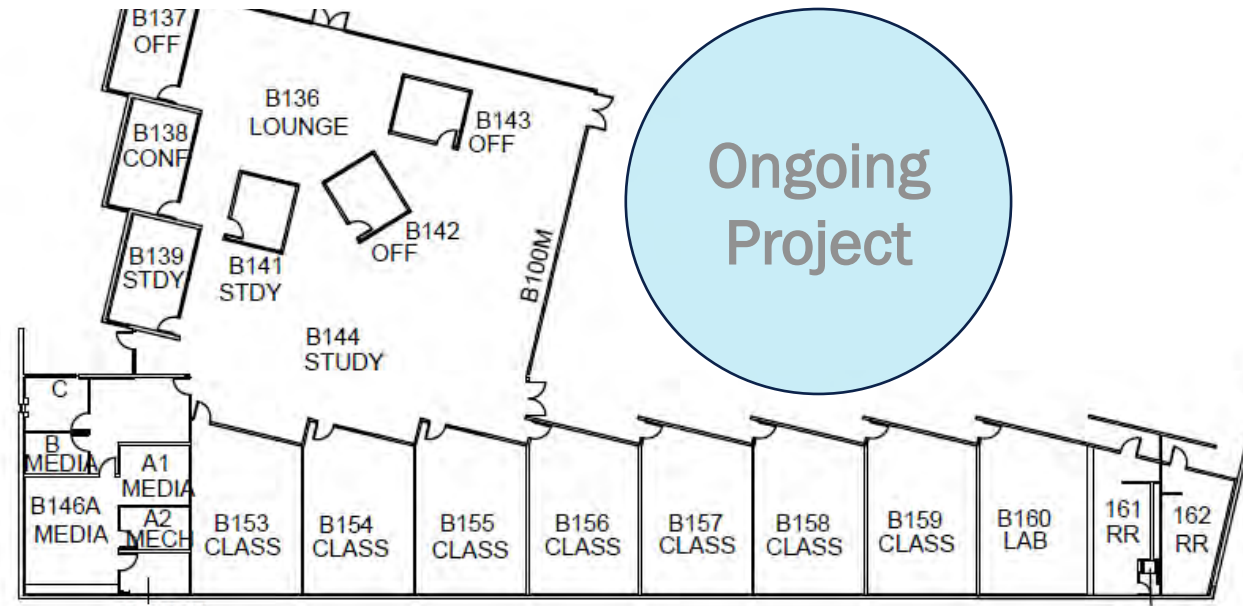
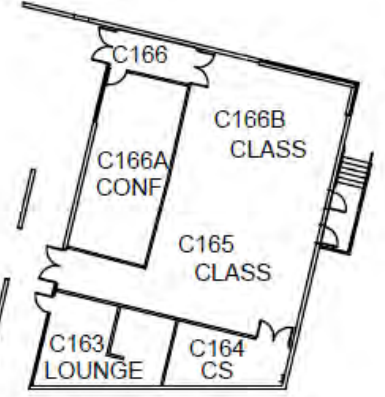
**BLDG. A**



20,934 NSF

Ongoing Project

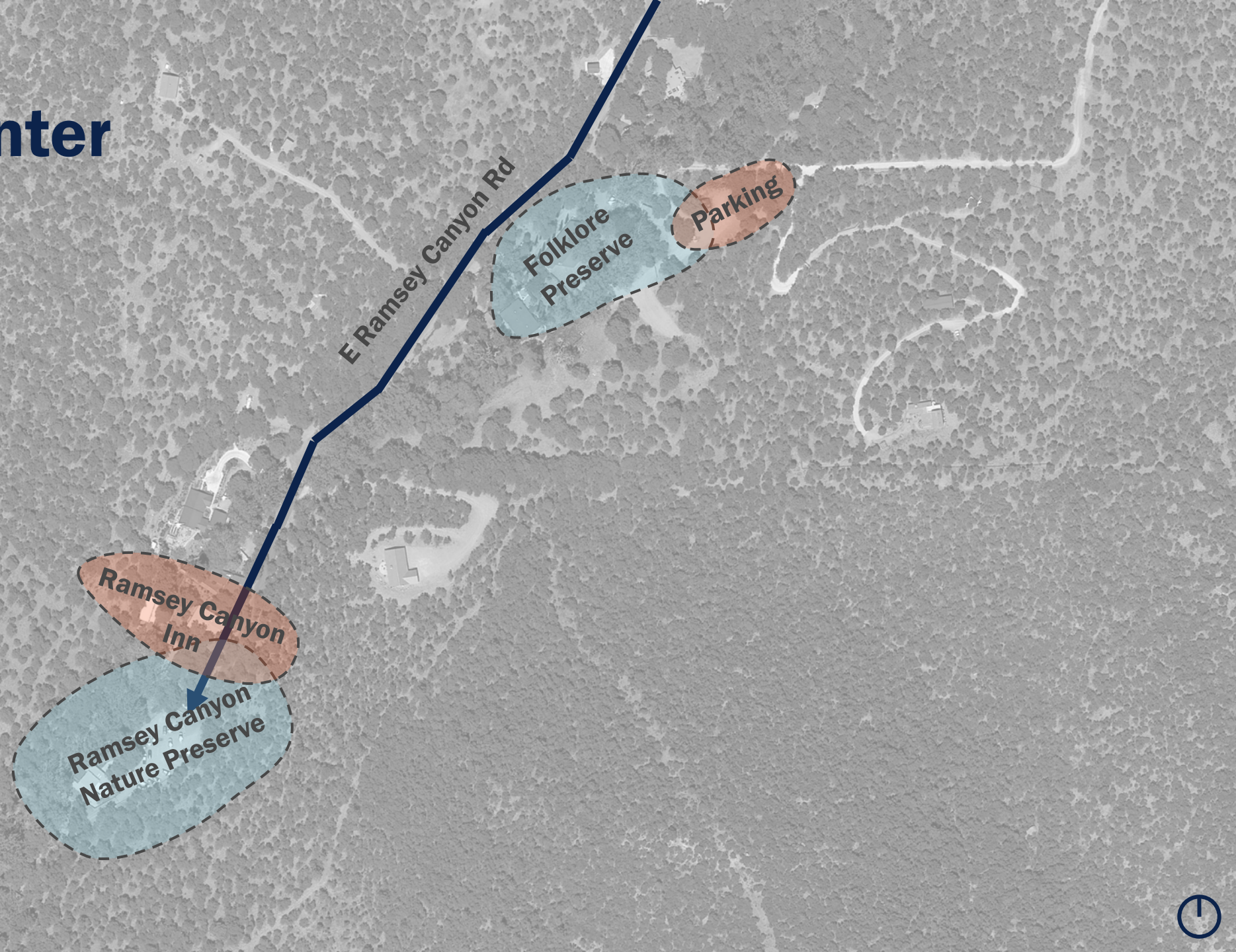
**BLDG. C  
CYBER WING**



**BLDG. B**

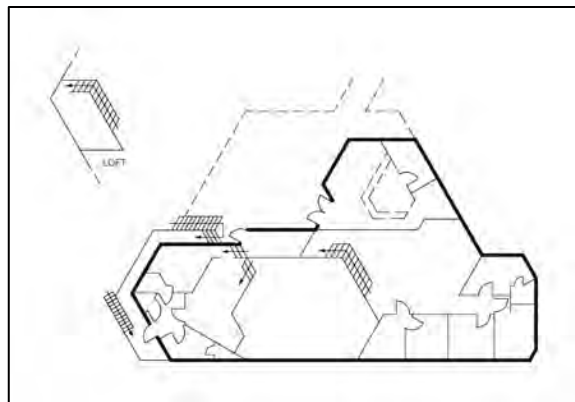
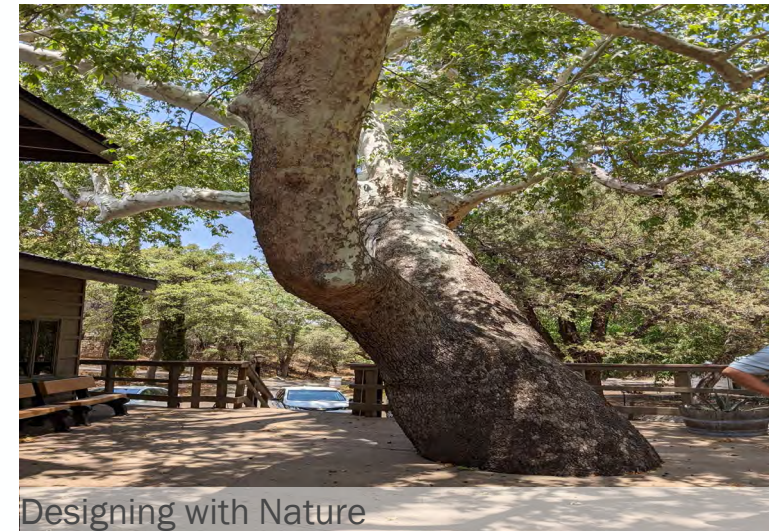
B161A  
MECH

# Folklore Center



# Folklore Center

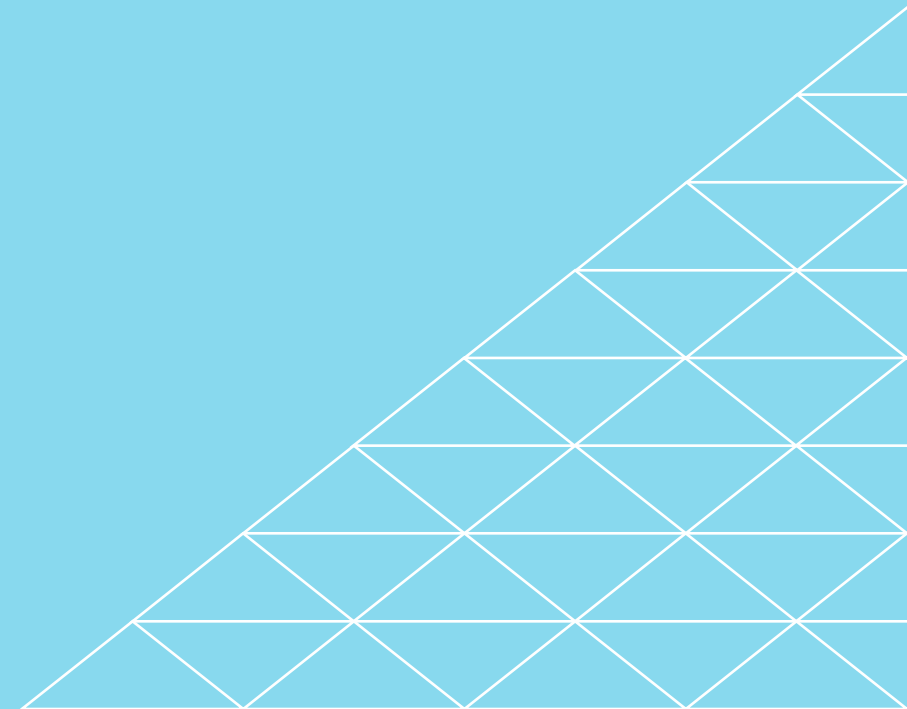
- Founded in 1996
- Property on 15 acres
- Partnership w/ UA begins in 2000
- Located close to Ramsey Nature Conservancy



4,312 NSF



# NEXT STEPS



# Research Group Primary Topics

University of Arizona College of Applied Science & Technology

- Advance the technical content around the research programs
- Includes space needs and characteristics
- Community access to research programs and spaces
- Appropriate visibility of research programs on campus