



ENTERPRISE ROSE **ARCHITECTURAL** FELLOWSHIP

ORIENTATION MANUAL FOR FELLOWS AND HOST ORGANIZATIONS 2016-2018

Photography:
Harry Connolly

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Dear Rose Fellowship Partners,

It is with great pleasure that we welcome you to the Enterprise Rose Architectural Fellowship. You have been selected based on your tremendous commitment and track record of improving the lives of low-income individuals. With the start of this new class of fellows in January 2016 the fellowship network includes 61 fellows and 73 host organizations in 41 cities and 23 states plus Puerto Rico.

At Enterprise, our goal is to pave the way for architects, developers and community leaders to promote the highest standards of design excellence and sustainability. The Enterprise Rose Architectural Fellowship is among the resources and expertise we provide to increase the pace and scale of innovation within community development corporations to address the most pressing challenges of our time. This means attracting new human capital to our field, including design thinkers who will lead with vision, technical expertise, and cultural sensitivity.

The highly competitive Enterprise Rose Architectural Fellowship is the only national program that develops the next generation of architects focused on uniting a community-based approach to development with best practices in design. Historically, many affordable housing developers have accepted the premise that high-quality design must be compromised by budget constraints. The fellowship has demonstrated that the long-term financial and social viability of affordable housing and community development depends on design excellence, sustainability, and community engagement.

To achieve positive impact for the residents in communities where we work, we focus on three activities: we invest in the next generation of leaders in community development; we increase the capacity of non-profit housing organizations to use the best practices in sustainable design and development; and we cultivate knowledge in the industry, providing critical data on the challenges and barriers to achieving design excellence in affordable housing, and concrete examples of how to overcome them.

We view the Rose Fellows as research and development agents for Enterprise – our ‘boots on the ground’, as we say. Host organizations and the communities where they are based provide a living laboratory to all of us to understand the real needs and challenges communities face, and to provide innovative solutions that can be scaled and shared across the country. Fellows are asked to contribute as much as they learn, and each will be expected to give their all to their host community while learning directly from their experience there.

As partners in the Enterprise Rose Architectural Fellowship, we invite you to take full advantage of the resources Enterprise has to offer. We look forward to a productive three-year fellowship collaboration and a lasting shared commitment to the mission that every American will have an affordable home in a vibrant community, filled with promise and opportunity for a good life.

Thank you and welcome to Enterprise.

Warmly,

Katie Swenson
Vice President, Design
Enterprise Community Partners, Inc.

Christopher Scott
Program Director, Enterprise Rose Architectural Fellowship
Enterprise Community Partners, Inc.



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WELCOME TO THE FELLOWSHIP



ABOUT THE FELLOWSHIP

The Enterprise Rose Architectural Fellowship was established in 2000 by Enterprise Community Partners, a national non-profit housing and community development organization. Rose Fellows use their design skills to advance positive impact by contributing to their host organizations' practices in community engagement, sustainability and design excellence.

The fellowship achieves impact through the following outcomes:

- Fellows contribute design capacity for their host organizations and Enterprise, and become stewards of community-based design throughout their career
- Host organizations incorporate community-based design into the development process and cultivate future community development leaders.
- Enterprise integrates community-based design into common practice by incorporating and disseminating the collective knowledge, innovation, and best practices contributed by the Fellowship learning.

Although each Fellowship is limited to three years, Enterprise creates long-lasting partnerships between emerging architects and community-based organizations to infuse the skills and passions of the architects into community development practices.

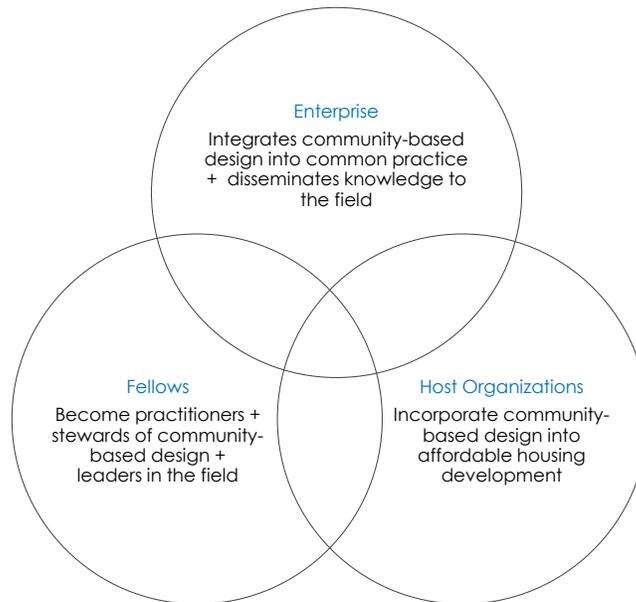
The fellowship honors the late Frederick P. Rose, the prominent developer and philanthropist, who believed strongly in the value of good design and the spirit of public service. Mr. Rose was chairman of Rose Associates Inc., a New York City based real estate investment firm that develops, owns and manages residential, office and commercial properties.

His work endures in the New York skyline: Lincoln Center, Rockefeller University, the Children's Aid Society, Bankers Trust Building, the Sheffield and the Madison Belvedere. Mr. Rose also oversaw the development and construction of The Frederick P. and Sandra P. Rose Center for Earth and Space at the American Museum of Natural History.

MISSION AND HOW WE WORK

The mission of the Enterprise Rose Architectural Fellowship is to inspire and nurture a new generation of architects dedicated to improving neighborhoods, quality of life and opportunity for people in the communities they serve, through the built environment

ROSE FELLOWSHIP OUTCOMES FRAMEWORK



Rose Fellows use their design and organizing skills to create sustainable affordable housing and to engage community members in the process.

Host organizations support the leadership development of their fellow and gain critical capacity by having a trained designer on staff. They participate in the fellowship network, learning from others and building their expertise and leadership in design for the community development sector.

Enterprise at large incorporates the collective learning from the experiences gained by the fellows and their host organizations so that the fellowship serves as a critical internal resource and influences future Enterprise programs and investments.



ENTERPRISE COMMUNITY PARTNERS

We believe opportunity begins when people have a safe, healthy and affordable place to call home. It grows with access to good schools, jobs, transit and health care. Founded by urban visionary Jim Rouse and his wife Patty, Enterprise's mission is to create opportunity for low- and moderate-income people through affordable housing in diverse, thriving communities. Since 1982, Enterprise has invested more than \$18.6 billion to help create nearly 340,000 affordable homes across the United States.

ENTERPRISE STRATEGIC GOALS

Enterprise's goal is to end housing insecurity within a generation. Enterprise is the only housing organization in the U.S. with deep expertise in each of the three catalysts for systemic change: impact capital, innovative solutions on the ground and transformative public policy.

Capital

Enterprise is a leader in socially driven, performance-based capital investment. We pioneer new financial tools - from targeted investment funds to social impact bonds - to bring private capital to underinvested neighborhoods. We match socially conscious investors with opportunities that yield economic returns alongside measurable impact for communities.

Solutions

We work on the ground with partners to solve critical issues facing low-income communities across the U.S. Whether preserving affordable housing near transit or ensuring families have access to jobs, health care and other services, we are constantly collaborating. Together with our partners, we identify, pilot and scale opportunity-building solutions for low-income people.

Policy

Our track record of developing sound, bipartisan policies makes us a crucial voice on Capitol Hill and in statehouses nationwide representing low-income families. We helped to design and implement the Low-Income Housing Tax Credit, a primary tool for developing affordable rental housing. Enterprise remains at the forefront of critical housing and community development policies.

NATIONAL SOLUTIONS AND INNOVATION

Enterprise helps low-income people across the country find safe, healthy affordable homes in vibrant communities with connections to education, health care, jobs and vital services. Through our national solutions and innovation work, Enterprise provide leadership in the following areas:



NATIONAL DESIGN INITIATIVES

Design Leadership initiatives pave the way for architects, developers and community leaders to promote the highest standards of design excellence and sustainability for all people.



ENTERPRISE GREEN COMMUNITIES

Enterprise Green Communities provides funds and expertise to enable developers to build and rehabilitate affordable homes that are healthier, more energy efficient and better for the environment.



COMMUNITY REVITALIZATION

Community Revitalization plays a critical role in addressing the foreclosure crisis by driving public attention and vital resources to the potential decline of neighborhoods and the devastating impact on homeowners and families.



TRANSIT-ORIENTED DEVELOPMENT

Transit-Oriented Development programs help create affordable, sustainable communities centered around transit that connect low-income people to schools, jobs and other critical opportunities.



SENIOR HOUSING

Senior Housing is meeting the fast-growing need for affordable senior housing that enables all seniors to age safely and independently in their homes and communities.



SUPPORTIVE HOUSING

Supportive Housing provides permanent, affordable housing with on-site services to help homeless and other very vulnerable residents live more independent and successful lives.



RURAL AND NATIVE AMERICAN INITIATIVES

Rural and Native American initiatives work to provide decent, safe, green affordable housing for all residents living in rural communities throughout the country.



DESIGN INITIATIVES

Design Initiatives, a vital program of Enterprise Community Partners, is built on the premise that design excellence—high quality, innovative, sustainable and holistic community development—is essential to the success of affordable housing and the long term health and well-being of underserved communities. Since 2000, we have pursued this mission through the Enterprise Rose Architectural Fellowship, which partners emerging architects with community development corporations around the country. We bridge the knowledge gap between architects and community developers through initiatives such as the Affordable Housing Design Leadership Institute, Pre-Development Design Grants, and the creation of online tools and resources.

NEXT GENERATION LEADERSHIP: Through the Enterprise Rose Architectural Fellowship, we empower a cohort of emerging architects at the cutting edge of social impact design to learn about and offer their skills in the field of community development.

LEADERSHIP INSTITUTES: The Affordable Housing Design Leadership Institute (AHDLI) is an intensive charrette program created for developers interested in achieving design excellence in affordable housing by receiving invaluable design critique during the pre-development phase.

DESIGN GRANTS: Enterprise offers pre-development design grants to community development corporations to comprehensively address design challenges prior to development and funding application cycles.

COMMUNITY DESIGN RESOURCES: We provide online tools and case studies to help developers achieve design excellence in affordable housing. The Sustainable Native Communities Collaborative (SNCC) brings design and development expertise to designated tribal areas.

POLICY TRANSFORMATION: Through our work with local community developers around the country, we recognize the need for policy solutions that support production of the highest quality projects. To that end, we engage in partnerships that help to further knowledge and lead to policy improvements in affordable housing.

ADMINISTRATION AND LOGISTICS



FELLOWSHIP STRUCTURE

The Enterprise Rose Architectural Fellowship is a collaboration between Enterprise, the fellow, and their host organization.

ENTERPRISE

Enterprise offers a suite of resources, training, events and programs to support community developers in achieving the highest standards of design excellence. We view the fellowship as a vital connection with our partners and with the challenges and best practices they face on the ground. Fellows estimate that they spend fifteen percent of their time on Enterprise and Fellowship related projects and activities, including retreats and other travel, bi-weekly calls, preparing for presentations, and other projects.

FELLOWS

Fellows come with a passion for meaningful community engagement and bring experience in high quality design. They offer their best as they learn about the field of community development. Fellows are expected to devote their full attention to the fellowship, working the same hours and on the same vacation and holiday schedule as other employees of their host organization. A fellow may not have any other paid employment or independent consulting work unless prior written permission is given by Enterprise and the fellow's supervisor.

HOST ORGANIZATIONS

Host organizations offer on-the-ground experience with community development and financing processes and understand the need for good design. The Rose Fellowship allows organizations to increase their design capacity by having a fellow on staff for three years and by working with the fellow to integrate ongoing practices and processes that steward design excellence. Host organizations are required to provide their fellow with a supervisor and realistic opportunities for the fellow to develop significant projects. In addition, host organizations provide health insurance, fringe benefits, a collaborative working environment, workspace, typical office resources, and reimbursement for local work-related travel.

The host organization becomes part of a larger movement towards community-based design and benefits from the fellowship network. The fellow's supervisor is required to attend one fellowship gathering annually at the host organization's expense. In addition, each fellow's supervisor is expected to participate in periodic conference calls and occasional site visits with the fellowship director to assess progress and address challenges with the fellow's assignments.

STIPEND

Enterprise enters into partnership agreements with all host organizations, many of whom also receive additional grant funding. The host organization is responsible for the coverage of the fellow's salary which can be assembled through a variety of funding sources, including but not limited to Enterprise grants, other public or private funding, and/or contributions from the host organization. The amount of the stipend agreement is fixed for three years but organizations may elect to give increases to their fellow above that amount. Fellows are at-will employees of the host organization.

TECHNOLOGY

Host organizations provide their fellow with the hardware needed to do their job successfully, which could mean computers with additional functioning power for design related software and/or laptop computers if frequent travel is required.

Enterprise will also facilitate license subscriptions to select Autodesk software through an existing partnership.

FELLOWS IN THE COMMUNITY

Fellows are ambassadors both for their host organizations and for Enterprise. Understanding that each case is unique, we trust fellows to decide when to identify themselves primarily as a staff member of their host organization or as an Enterprise Rose Architectural Fellow. However, we ask that they include the fellowship in their email signature and mention it in any presentations and written materials that they produce during their fellowship. The email signature should be the host organization's standard and include the fellow's working title along with a byline linked to the fellowship page on the Enterprise website. An example appears below.

Daniel Splaingard
Project Manager
Bickerdike Redevelopment Corporation
555-555-5555
Daniel is an Enterprise Rose Architectural Fellow.
[link to www.enterprisecommunity.org/rose]

RETREATS AND MEETINGS

Twice yearly, weeklong fellowship retreats are held for all fellows to network with one other, participate in group trainings and learning sessions, and share their work. Host organization Executive Directors and/or fellow supervisors are expected to attend the Spring retreat at the host organization's expense. Attendance at fellowship retreats is mandatory for all current fellows. Additionally, when Enterprise holds all-staff meetings (once every two years), all fellows are expected to attend.

First year fellows attend orientation in January in Boston to meet each other and Enterprise staff. Additionally, first year fellows attend and staff the annual Affordable Housing Design Leadership Institute (AHDLI).

Over the course of the year, there are additional opportunities for fellows to engage in meetings and events related to Enterprise's work and that of the broader industry. We encourage fellow participation and can often provide funding. Their attendance at these events is at the discretion of the host organization.

Enterprise covers travel and lodging for all required retreats and events, and for other potential travel when funding is available.

CONFERENCE CALLS

Fellows participate in conference calls twice monthly. Topics include updates from the fellows, discussions on issues of interest, and training opportunities. At the beginning of the year, a schedule for presentations and topics is developed with input from fellows and the Enterprise Design Team. Fellows are expected to attend all fellowship calls. If a fellow cannot make a call, he or she should let fellowship staff know in advance.

INTERN DEVELOPMENT PROGRAM (IDP) & ARCHITECTURAL LICENSURE

Fellows are often in the process of becoming licensed when their fellowship begins. Each fellowship presents different opportunities for continued IDP progress, and some fellowships work better within this framework than others.

The host organization, together with Enterprise, is expected to identify potential architecture mentors for fellows. We encourage fellows to pursue these relationships early, to refine them, and to add to them if necessary. Architectural mentors can become a vital advocate in the fellow's professional development throughout the fellowship period.

PROFESSIONAL DEVELOPMENT EXPENSES

Fellows are allowed up to \$1,000 in annual reimbursable professional development expenses annually for activities outside the scope of traditional employees. The first \$500 is paid by the host organization and the balance is reimbursed by Enterprise. Fellows should work with the Enterprise team and their supervisor to develop a professional development plan. All expenses must be approved in advance by both the fellowship director and the fellow's supervisor. No advances will be made and the amount does not roll over. Allowable expenses include: exam fees (if exam is passed), study materials, travel to conferences and conference registration fees. Non-allowable expenses include membership dues.

RELOCATION EXPENSES

Enterprise will reimburse up to \$1,500 for expenses incurred directly as a result of relocating to the fellowship host city, if the fellow does not live within 25 miles of the fellowship city. Eligible expenses include: boxes and moving supplies, van rental, gas, and overnight hotel stays during move. Expenses must be pre-approved by the fellowship director.

BUSINESS TRAVEL POLICY

Both fellows and hosts are required to obtain approval from the fellowship director prior for any travel that will be reimbursement by Enterprise. Fellows should follow their host organization's policies and procedures when the travel expenses will be reimbursed by the host organization.

TRAVEL RESERVATIONS

Enterprise has its own corporate travel office to provide business travel arrangements. Services include: making travel reservations, issuing airline and rail tickets & boarding passes, reserving lodging, and providing travel itineraries. Once the fellow has obtained approval, he or she may email their preferred itinerary to the fellowship director or design team coordinator. Fellows on business travel are expected to stay in standard rooms of moderately priced hotels or motels near the location where the fellow's business is transacted.

Reasonable costs for meals consumed during business travel are reimbursable. The following guidelines should be considered for meal costs: breakfast up to \$10; lunch up to \$12; and dinner up to \$20. You will be reimbursed only for actual expenses incurred. You are eligible for reimbursement for three meals per day for every overnight of travel. For initial and final days of travel, up to two meals per day are eligible for reimbursement. Alcoholic beverages are not reimbursable.

EXPENSE REIMBURSEMENTS

Enterprise reimburses fellows for actual, reasonable, and necessary expenses. To receive reimbursement for qualifying professional development, relocation, and business travel expenses, fellows must submit an expense reimbursement request with original receipts to:

Kate Deans
Program Coordinator, Design Initiatives
Enterprise Community Partners, Inc.
334 Boylston Street, Suite 400
Boston, MA 02116
(781) 235-2006

The requirement to submit receipts for all business expenditures is based on government regulations and general business practices. An original receipt is required for all expenditures. Forms can be found online at the PUNCHLIST.

Expenses incurred in the usual course of business for the host organizations should be reimbursed following the policies of the host organization.

NON-REIMBURSABLE EXPENSES

- Alcoholic beverages
- Car rental fees for luxury automobiles
- Child, home or pet care services
- Mini-bar expenses
- Personal items, entertainment or services (e.g., toiletries, movies, spa, hairdresser, shoe shine)
- Replacement of lost, damaged, or delayed luggage
- Replacement of lost or stolen personal property, airline tickets, or cash
- Snacks or food consumed between meals
- Fines for traffic violations
- Gasoline charges on personal car
- Optional rental car insurance



FELLOWSHIP REPORTING AND REQUIREMENTS



ANNUALLY UPDATED WORK PLANS

The work plan outlines the fellow's major activities for the three year fellowship period. Host organizations and Enterprise staff develop the work plan prior to the fellow's selection. During the first three months of the fellowship, the fellow and host organization should revisit the work plan, considering the fellow's goals, the current development pipeline, and the skills and knowledge the fellow brings to the fellowship. Fellows are responsible for keeping the work plan updated to ensure that it has tangible and measurable outcomes. The work plan will be reviewed annually with the fellowship director, fellow, and host organization.

HOST ORGANIZATION ANNUAL REPORT

Host organizations are expected to submit a report to the fellowship director at the end of each year of the fellowship. We recommend that fellows and their supervisor and/or Executive Director work together to write this report. The report should address the following:

- 1) How has hosting an Enterprise Rose Fellow increased capacity within your organization?
- 2) What were your original goals in hosting a fellow? Have they been met? Please describe.
- 3) Give a specific example of how the outcomes of a project were improved as a direct result of the fellowship.

At the end of the three-year fellowship, hosts are expected to complete a progress report and an exit questionnaire on the outcomes and impact of the fellowship on the organization.



FELLOW QUARTERLY REPORTS

Fellows are required to submit quarterly reports on the progress of their fellowships on: April 1, July 1, October 1, and December 15.

The following items constitute a quarterly report:

- 1) A narrative report
- 2) Updated cumulative work log (provided by fellowship staff)
- 3) 5 photos, drawings, or renderings, high-res and with permission to use
- 4) Disbursement request, required for organizations receiving grant funding from Enterprise

The narrative report must include:

- 1) Executive Summary:
 - 1-paragraph summary of most recent quarterly accomplishments & milestones
- 2) Narrative Report:
 - Overview:* 1-page description of the quarter's activities, challenges and successes
 - Organizational Capacity:* 1-2 paragraphs on how you are increasing capacity in your host organization
 - Professional Development:* Synopsis of professional development and community outreach
 - Stretch:* 1-2 paragraphs articulating the "stretch" of your fellowship over the last quarter
 - Tools & Resources:* 1-2 paragraphs on tools or resources you are developing (or could develop) for Enterprise's online Community Design Resources
- 3) Project Synopsis:
 - Overview of each fellowship project, including: project goals, state of development & current efforts, fellow role, challenges encountered, outcomes, and next steps.

The narrative report should include text and images. These reports are used in numerous ways throughout the year on fellowship updates, funding reports, and to monitor fellows' progress. We expect them to be comprehensive, reviewed by the fellow's supervisor prior to submission, and submitted on time. Following submission of the report, the fellowship director will schedule a call with each fellow to discuss the report, progress updates, and any concerns or questions that may have arisen.

BLOG

The Enterprise Rose Fellowship blog, Field Notes (blog.enterprisecommunity.com/enterprise-rose-architectural-fellowship), is the place where fellows post about their fellowship experiences. Fellows are expected to blog once quarterly on a topic related to their work. These entries, roughly 500 words and including images, are promoted on our various social media sites and are linked back to the fellowship page. A schedule will be developed early in the year with deadlines for submission.

TOOLS AND RESOURCES

Enterprise Community Partners has long been a provider of various tools and resources to community development corporations across the country. Most of these resources can be found at <http://www.enterprisecommunity.com/knowledge-central>. We are actively building new design resources for this audience. Fellows are expected to contribute in this effort, both in thought leadership and in production.



FELLOWSHIP NETWORK



The Enterprise Design Initiatives is a network hub connecting professionals in design and community development. Below are some of the ways that we connect with broader audiences:

CONFERENCES AND NATIONAL NETWORK

Enterprise Rose Architectural Fellowship has long been considered a leading program in the community design field. Fellows and alumni have served in leadership roles for organizations such as the Association for Community Design, the American Institute of Architects, Design Corps, and the Mayor's Institute on City Design.

In addition to the many responsibilities outlined, the fellowship is an opportunity for fellows to develop and situate themselves within a network of like-minded peers and mentors, including the Rose Fellows and alumni, local relationships at the host organization and on a national scale. Many of the fellows have gone on to become recognized leaders in public interest architecture and community development. We encourage fellows to present about their work and the fellowship as part of developing a national network. In the past, fellows have given presentations at various conferences during their fellowship, including: National Organization of Minority Architects (NOMA) conference, Affordable Housing Design Leadership Institute (AHDLI) and the Association for Community Design (ACD) annual conference, among others.



WEBSITE

The Enterprise Rose Architectural Fellowship is online at www.enterprisecommunity.org/rose. The website allows cross-posting and promotion within Enterprise's other national initiatives and local offices. Each fellow has a page dedicated to his or her fellowship. News, blogs, and projects are linked here. It is the fellow's responsibility to submit items for inclusion (local and national news pieces, projects, etc). Fellows are expected to submit updates on their primary projects regularly.

PRESS AND PUBLICATIONS

Fellows often publish their work through various print and web media. Books published by fellows include *The Material's Handbook: Guidelines for Sustainable Affordable Housing* (Dan Adams, 2000-2003), *Growing Urban Habitats* (Katie Swenson, 2001-2004), *Materials for Design* (Victoria Ballard Bell, 2003-2006), and *Building a Straw Bale House* (Nathaniel Corum, 2003-2006).

The fellowship is a national program, and, like the program, fellows' projects often garner national recognition. When a fellow, host organization, or fellowship project is published nationally or locally, it is important to let the Enterprise team know. From there, we'll be able to promote it on our website for added readership.

TRAINING

Fellows are encouraged to increase their skills and competency by seizing training opportunities both within the larger Rose Fellowship group as well as on a local, individual basis. Fellows should keep a record of the trainings, contributions, and connections made in the following arenas:

Green Building

- a. Knowledge and Technical Expertise on Green Building
- b. National Green Building Programs and Funding
- c. Local Green Building Programs and Funding
- d. Green Charrette Facilitation
- e. Green Communities Grants and Policy

Affordable Housing Finance

- a. Affordable Housing Development
- b. Tax Credit Finance
- c. New Markets Finance

Community Design

- a. Visioning and Facilitation Skills
- b. Community Design History, Practice and Philosophy
- c. National Conferences

Leadership

- a. Media Relations
- b. Public Speaking
- c. Ethics
- d. Negotiation and Mediation
- e. Professional and Personal Leadership Skills

Architecture

- a. Relationships with Local Professionals
- b. Intern Development Program (IDP)
- c. Professional Licensure (ARE)

Civic Engagement

- a. Inter-disciplinary Partnerships and Collaborations
- b. Academic Appointments
- c. Board Appointments
- d. Public Speaking Engagements
- e. Publications and Research

Mentors

- a. IDP Supervisor
- b. Community Development Mentor
- c. Green Building Mentor
- d. Affordable Housing Developer Mentor
- e. Local Government Mentor
- f. University Mentor



PARTNERSHIP AGREEMENTS



HOST ORGANIZATION AGREEMENTS WITH ENTERPRISE

All host organizations enter into a partnership agreement with Enterprise Community Partners that identifies the roles and responsibilities for each party leading up to, and through-out the course of three-year fellowship period.

Many host organizations are also eligible for varying amounts of grant support to apply towards their fellow's stipend. A completed questionnaire is required from host organizations to determine eligibility for Section 4 funding. All host organizations receiving grant funding will also receive an additional agreement outlining amounts and conditions.

The Grants and Contract Management department at Enterprise will often communicate directly with host organizations about their partnership agreement and/or grant agreement(s). Host organizations may reach out directly with any questions or concerns.

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RESOURCES



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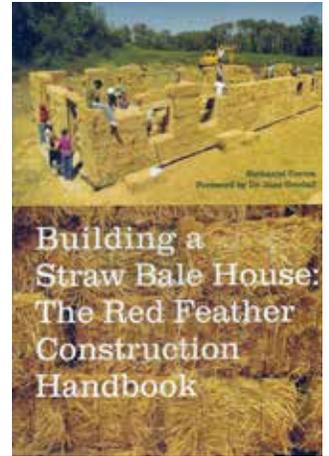
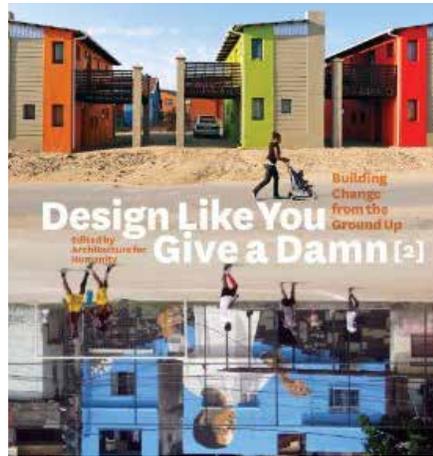
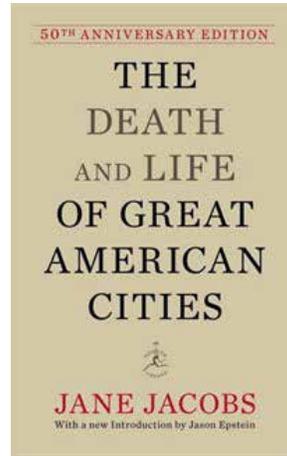
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ROSE FELLOWSHIP ALUMNI

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READING LIST

Growing Urban Habitats: Seeking a New Housing Development Model
William Morrish, Susanne Schindler, Katie Swenson

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Edited By Kristin Feireiss and Lukas Feireiss

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Bryan Bell And Katie Wakeford with Thomas Fisher

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Bryan Bell

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Edited By Architecture For Humanity

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Julie Eizenberg

Cradle to Cradle: Remaking the Way We Make Things
William McDonough and Michael Braungart

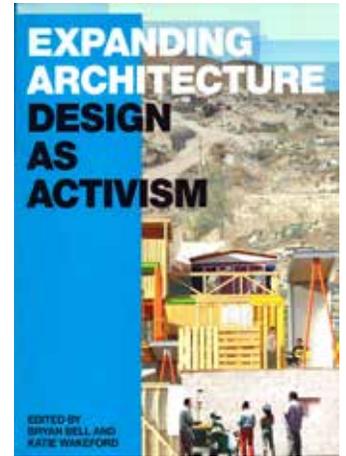
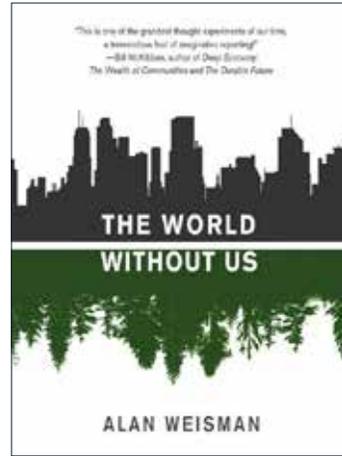
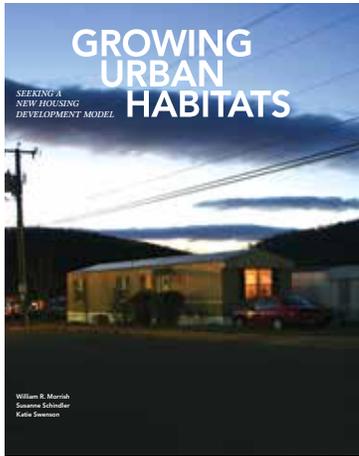
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Alan Weisman

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Andrea Oppenheimer Dean

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Walker Wells, Ted Bardacke and Global Green USA

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Sergio Palleroni And Christina Merkelbach

Designing for Aging: Patterns of Use
Sandra C. Howell

DESIGN INITIATIVES TEAM

KATIE SWENSON Vice President, Design Initiatives | Enterprise Community Partners

Katie Swenson is a national leader in sustainable design for low-income communities. Katie oversees National Design Initiatives for Enterprise Community Partners, Inc., directing the Affordable Housing Design Leadership Institute and the Enterprise Rose Architectural Fellowship. Katie founded the Charlottesville Community Design Center and led them to establish an influential and acclaimed international design competition recounted in *Growing Urban Habitats: Seeking a New Housing Development Model*, which Katie co-authored with William Morrish and Susanne Schindler. Katie holds a B.A. from UC-Berkeley and an M.Arch. from the University of Virginia.

NELLA YOUNG Program Director, Design Leadership | Enterprise Community Partners

Nella directs the Enterprise Rose Architectural Fellowship. She has a background in urban planning and experiential education and has been involved in projects covering a range of topics including infrastructure for active living, economic development for the creative sector, and policies that improve access to healthy food. After graduate school, Nella spent a year as a research fellow in Germany where she was based at the Bauhaus and studied planning strategies for shrinking cities. Nella holds a masters degree in Urban and Environmental Policy and Planning from Tufts University and a bachelors degree from Wesleyan University where she majored in studio arts.

CHRISTOPHER SCOTT Program Director, Rose Fellowship | Enterprise Community Partners

Christopher serves as program director for the Enterprise Rose Architectural Fellowship. His professional experience includes real estate finance, renewable energy and non-profit community development. In his community development capacity, he led the creation of the Centennial Parkside Community Development Corporation in Philadelphia. Christopher holds a B.S in Systems Engineering from the University of Virginia and a Masters in Urban Planning from Harvard University.

TARO MATSUNO Program Associate, Design Initiatives | Enterprise Community Partners

Taro Matsuno administers the Affordable Housing Design Leadership Institute and Enterprise's local efforts in Boston. He provides program support, and works to communicate Design Initiatives' mission to cultivate exceptional design through communications, web media, and graphic design. He has a background in local government planning, holding a seat on the Planning Board for the Town of Holliston. Taro holds a bachelor of science degree in biochemistry and a bachelor of arts degree in philosophy from the University of Chicago.

KATE DEANS Program Coordinator, Design Initiatives | Enterprise Community Partners

Kate provides the National Design Initiatives team with operational and administrative support on the many initiatives the team undertakes. A native of Boston, she has extensive experience with non-profits in event planning, volunteer management, operations, and administration. Before joining Enterprise in 2014, she worked at Accion International for 10 years, and was deeply involved as a volunteer board member for the Boston Chapter of Amigos de las Americas.

Kate received a bachelor of arts in international relations and Spanish from the University of Delaware.

SUPPORTERS AND PARTNERS

Major supporters of Design Initiatives include The Barr Foundation, Bullitt Foundation, California Community Foundation, Capital One Foundation, Central Corridor Funders Collaborative/St. Paul Foundation, Cleveland Foundation, The Community Foundation of Western North Carolina, The Davis Family Foundation, Deutsche Bank, Richard H. Driehaus Foundation, The Fledgling Fund, Evelyn & Walter Haas Jr. Fund, HSBC Bank, the Department of Housing and Urban Development, The George Gund Foundation, JPMorgan Chase Foundation, John S. and James L. Knight Foundation, The Kendeda Fund, The Kresge Foundation, Lostand Foundation Inc, The McKnight Foundation, Frederick P. & Sandra P. Rose Foundation, and Saint Luke's Foundation.