dialogue

24.

Talking about...
Communities in
the Future Tense

Education Shifts the Frame
The Town Square Reimagined
Airports with a Human Touch
The Social Art of Staying Well

A Gensler publication

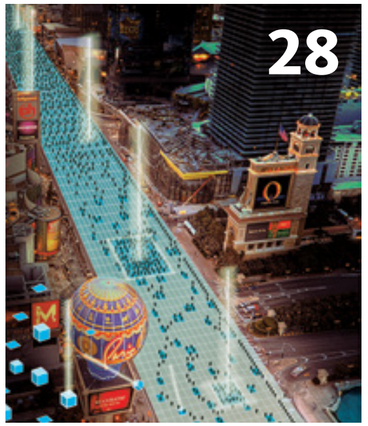
I'm interested in applying the idea of experimentation to cultural mechanisms of production. How do you do it? You look at the places where there's a need for new tools, the kind we associate with performance or filmmaking.

R. Luke DuBois, a founder of MAGNET, a shared program of NYU and NYU-Poly

This issue of *Dialogue* reflects the community sector's fast-changing landscape. The fields people enter today and the jobs they take are often completely new. This is why interdisciplinary is the norm at schools and universities, prompting a hunt for more suitable quarters. That hunt is shared by healthcare providers as the wellness movement takes hold. People-centered and community-based are prescribed, making healthcare more accessible. Airports, too, bring a human touch from front door to gate to make life better for air travelers. Technology plays a supporting role, but the buildings and settings are what give shape to a future that can look like an ongoing experiment.

ON THE COVER:
The Gratz Center opens the Fourth Presbyterian Church to the Chicago community.

opposite, clockwise from top:
Campbell Hall, Los Angeles; QVC Japan Headquarters; the Gensler Las Vegas take on its city's reimagined town square; SFO Terminal 2.



Features

Departments

THERE'S EVEN MORE ONLINE!
This issue of *Dialogue* is a doorway to additional content, including *GenslerOn* posts, research reports, and videos. To make it easy to keep up, we've created a landing page that takes you to the latest updates as soon as they appear. Just scan the QR code or go to **dialogue.gensler.com/v/24**

EDUCATION SHIFTS THE FRAME

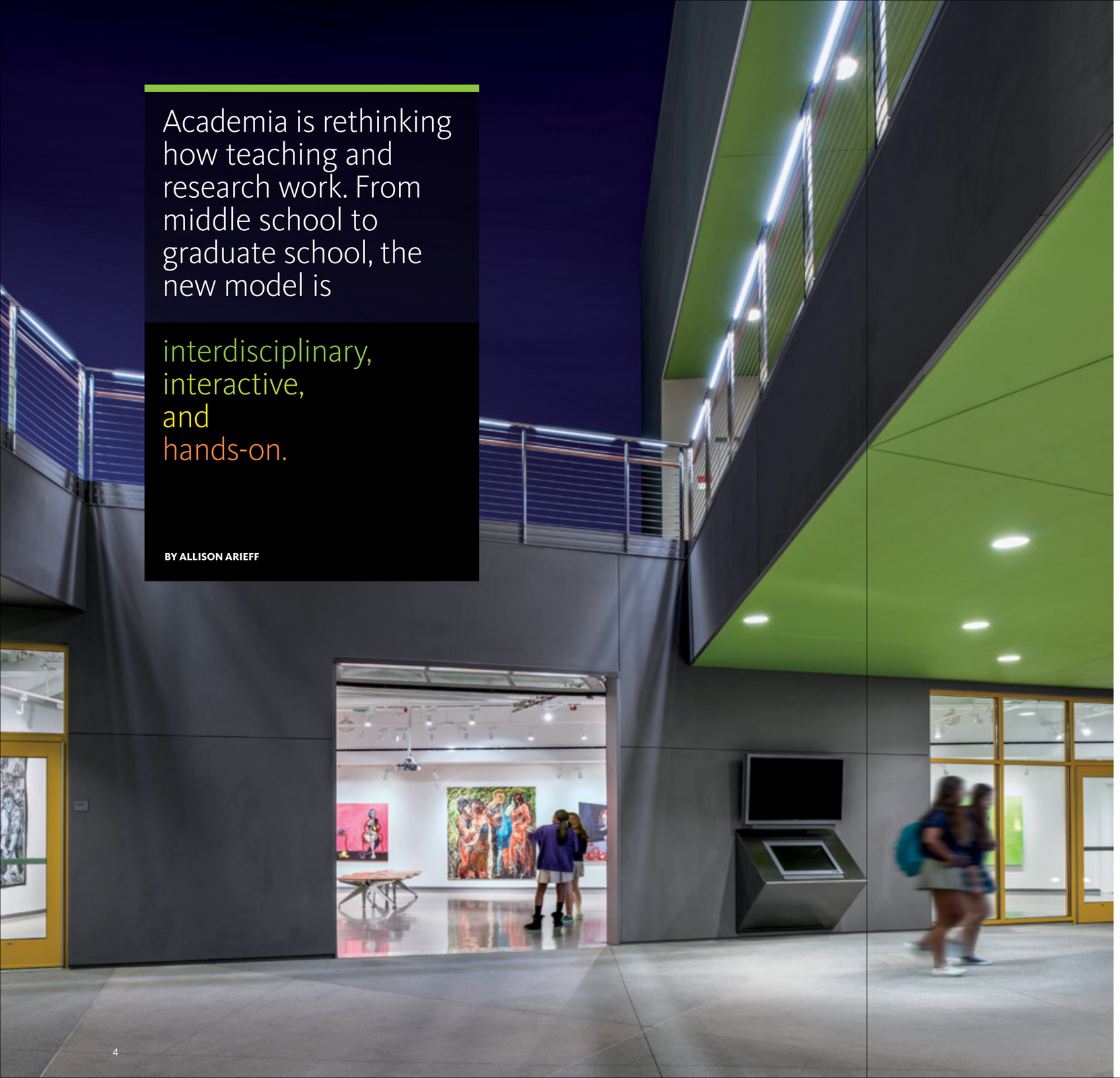
this page: ULACIT-CIT Center for Innovation and Technology Transfer, Escazú, Costa Rica.

opposite: University of Houston Classroom and Business Building.

Academia is rethinking how teaching and research work. From middle school to graduate school, the new model is

interdisciplinary, interactive, and hands-on.

BY ALLISON ARIEFF



Workplace revolution? Now it's education's turn, for many of the same reasons: to make programs more effective, spur productivity and innovation, and give its facilities greater flexibility and operating efficiency, and far more intensive use.

Shedding its cloistered traditions, the sector is turning to collaborative, project-based learning, where the instructor is as much facilitator as teacher. Hallways? They're places for serendipitous encounters. Faculty lounges and offices? They're being supplanted by "third places" for mobile work and conversation—used by faculty, staff, and students. The rise of interdisciplinary programs means that artists, designers, engineers, and scientists are often sharing the same space.

"All this means that we have to be 10 steps ahead of the curve," says Gensler's Maddy Burke-Vigeland. "The programs have changed and some disciplines are entirely new." Technology, while ubiquitous, is equally in flux as the institutions struggle to support information sharing and access to communication and tools. "Everything is on the table," adds Gensler's Josh Katz. "Our academic clients' demands and aspirations aren't being met by current models, so they're looking for new ones."

Questioning assumptions

Consider technology: wired is not necessarily inspired. On their own, Wi-Fi, high-definition monitors, and other bells and whistles can't ensure that a given setting will even be functional, let alone attractive. Indeed, many academic institutions have reached a tech saturation point. Its inclusion is not enough, they realize, to create a dynamic learning environment.

Then there's collaboration: a Gensler survey of college and university students found close to a 3-to-1 preference for solitary over group work. "I get more accomplished when I'm alone. I can focus more easily on the task at hand," wrote one respondent.

This finding maps closely with Gensler's 2013 U.S. Workplace Survey. Like the office workplace, interdisciplinary settings have to balance interaction with the ability to work without distractions.

A feasibility study for Cornell University's School of Operations Research and Information Engineering (ORIE) addressed the reverse situation: isolated in their individual offices, its graduate students wanted to function more as a team. In a visioning session, "they told us to open up the floor and create social zones where they could interact with the faculty and each other," Gensler's Mark Thaler explains. "Isolation in large doses is as harmful to researchers as too much distraction."

Housing interdisciplinary R&D

Gensler's ongoing involvement with interdisciplinary R&D in university settings gives its teams a leg up in understanding the issues and how to solve them. At New York University (NYU), for example, Gensler designed a social-science research setting. "When space is at a premium," says Burke-Vigeland, "the ability to adapt quickly and inexpensively to the changing needs of these grant-funded, interdisciplinary programs is where the value is. Flexibility is mandatory."

The Richard C. Blum Center for Developing Economies at UC Berkeley supports an interdisciplinary R&D program addressing the endemic problems of developing

above: **The University of Pennsylvania's Wharton School campus in the Rincon district of San Francisco.**

opposite: **The new campus of the independent K–12 school, Campbell Hall, Los Angeles, with artwork by Mary Woronov.**

The rise of interdisciplinary programs means that artists, designers, engineers, and scientists are often sharing the same space.

countries. Blum faculty and students share a building with the College of Engineering that's designed for a constructivist—learn-by-doing, hands-on—learning model. The heart of it is the lab as the center of inquiry. Blum's lab concept takes its cues from collaboration—real and virtual. When you see it, though, it doesn't look like a lab. "The old paradigm tailored the lab to the engineer or the scientist," says Gensler's John Duvivier. "Blum's labs are open-ended. Whatever direction the research takes, the labs can support it."

Another example of the trend is the International Design Center in Cambridge, Massachusetts, jointly developed by MIT and the Singapore University of Technology and Design. It combines elements of an engineering laboratory, design studio, and fabrication facility, providing a collaboration hub for the sponsors and their institutional partners.

At a much larger scale, Gensler is working with Renmin University in Beijing—China's "People's University"—to develop a second campus focused on science and technology. Just outside the capital's urban core, its state-of-the-art research and teaching facilities are organized as clusters in a parklike setting, connected to each other by courts, plazas, and walkways. The Duke University campus in Kunshan (DKU), opening in 2014 near Shanghai, will also encourage people from different fields to walk and mix.

K–12's interdisciplinary revolution

As K–12 schools refocus on team-based, interdisciplinary learning, they are moving away from standardized, teach-to-test programs that assume a one-size-fits-all approach to teaching. Instead, there is a growing awareness that students learn in a variety of ways, and the differences should be supported. The students often learn better by doing it themselves, so teachers are there to facilitate, not just to instruct. Technology is there as a tool and resource, not as a visual aid or talking head.

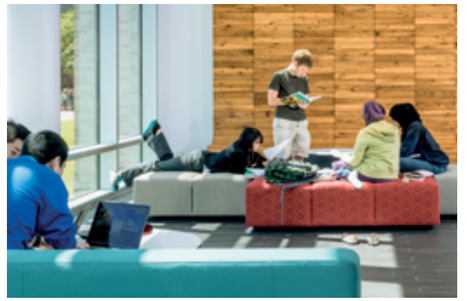
Gensler is working with one of the global pioneers, the PlayMaker School in Los Angeles. Behind the venture is GameDesk, the recipient of the largest-ever AT&T education grant. GameDesk views gaming as an interactive medium for learning. Launched with a sixth-grade class, the PlayMaker program builds on play and explores how its young students can use a variety of tools and games to learn in new ways. Instead of classrooms, PlayMaker School has a suite of spaces that are interconnected physically and visually. There's an ideation lab, a maker space, and an immersive gaming and learning zone where the students can try out the games they create and the software they develop. "There's no teacher at the front," says Gensler's Shawn Gehle. "The rooms are like different scenes in a video game. They inspire active learning."

Also in Los Angeles, Wiseburn High School will collocate three charter schools into a renovated 330,000-square-foot building, the former high-security offices of an aerospace firm. Given the radical change in function, "we're basically hacking an office building, using strategic interventions to reshape it to fit the schools' project-based curricula and support their combined staffs and 1,200 students," says Gensler's David Herjeczki. Like PlayMaker, Wiseburn moves away from the traditional classroom, opting for neighborhoods of teaching spaces—"pods"—that open out to a large commons area for each school and an atrium that interconnects all three but provides each with a unique address.

Embracing STEM

Two buzzwords in K–12 education are STEM (science, technology, engineering, math) and STEAM (STEM plus art). Both prioritize inquiry-based learning that can equip students with the ability to think out all the angles of a problem.

STEM has real implications for how teachers interact, says Thaler. "When you put



clockwise from top: **Biola University Center for Science and Health, La Mirada, CA; University of Houston Classroom and Business Building; San Jose State University Athletics Complex.**

below: **Campbell Hall gives its students a variety of studio spaces for the hands-on making of art and music.**

math and science teachers together, they can cross-collaborate on lesson plans. If they're teaching trigonometry or wave properties in math, they know they have to pull in the physics faculty also." Schools that embrace STEM end up retraining. "They have to stretch their conception of what's being taught."

When Gensler first looked at the Dwight-Englewood School in New Jersey, its campus planners realized that the STEM program had separate buildings for math and science. "It wasn't really STEM," Thaler says. "The new campus plan called for a building that would support a truly interdisciplinary curriculum."

The faculty, administrators, and the design team toured 16 private schools, colleges, and universities on the US East Coast to try to understand the hallmarks of interdisciplinary STEM. They were inspired by facilities that "let spontaneous collisions happen," Thaler notes, but the takeaway was less a model than a point of view. Gensler documented it in a paper on STEM education. One of its major findings was that, to succeed, STEM and other interdisciplinary programs need to create propinquity—literally, "nearness"—among their participants. "We learned that a STEM building is not a linear thing, with math on one side and science on the other," Thaler explains. "What we designed is like the petals of a flower, with math and science sharing the classrooms and a great melting pot in the middle."

There are still labs. They operate in two modes: students seated around a large table or working as teams around a lab bench. The lab classrooms can shift easily between the two modes, so they're slightly larger than tradition dictates. The idea is that you can do a math lab at the table or a science lab at the bench. The labs have all the traditional equipment, but—designed for mobility and portability—they can be quickly reconfigured. "What's radical about the building is that it can support the gamut—biology, chemistry, whatever anyone wants to teach," Thaler says.

To succeed, STEM and other interdisciplinary programs need to create propinquity—literally, "nearness"—among their participants.

Elective affinities

Within K–12, interdisciplinary programs are a top-down mandate. Within higher education, experiments and initiatives to break down walls are often undermined by tradition and turf wars. Lately, though, the tide has turned. It's not just because of financial pressures and scarce real estate—interdisciplinary learning has traction because everything is moving that way.

above: **Vistamar School in El Segundo, CA, integrates art and performance into its campus and programs.**

Emblematic of this sea change is the Gensler-designed Media and Games Network (MAGNET) facility in Brooklyn's MetroTech Center. MAGNET brings together faculty from four different schools at NYU and the Polytechnic Institute of NYU (NYU-Poly) to establish a new digital design program that, by combining talent and resources, creates synergies that go way beyond what the participating schools could achieve on their own.

MAGNET, which opened in September 2013, collocates teaching and research programs in such areas as games as a creative art form, game design, digital media design, computer science, and engineering. Each program retains its department affiliation and school identity. Gensler's design team worked closely with the faculty to understand the needs of its bleeding-edge curriculum. MAGNET "is designed to force interaction," says Burke-Vigeland. It does so by trading traditional classroom settings for a much greater proportion of open spaces for interaction and collaboration.

R. Luke DuBois, NYU-Poly Assistant Professor and founding member of the MAGNET faculty, is excited. "To its credit, NYU has doubled down on interdisciplinary education," he says. The new facility means "we're all in each other's faces." Along with collaboration space, there are places for hands-on work—making digital art, design, and music; developing software; and other creative activities.

The space, one floor of a 19th-century loft building, wasn't an obvious fit for traditional academics, but works fine for MAGNET. There are typical classrooms with four walls and furniture to match, but the spaces in between grab attention. Writable surfaces line the hallways, and the learning spaces are designed to be visible from the common areas so that learning can move freely between them.

NYU Steinhardt Professor Ricki Goldman, also a MAGNET faculty member, sees it as a template for other new teaching and research settings at NYU. "When people meet and share viewpoints, they need to find a structure that helps them understand one another, that builds commensurability among the group," she says. In her view, design for education is moving "from a closed to an open space, and from fixed to flexible." The academic setting should be

The planned second campus for Beijing's Renmin University supports interdisciplinary teaching and research by clustering departments and their supporting facilities—including housing—around courtyards and plazas. The plan ties them together in a larger sense with walks and open spaces, a parklike setting that encourages people to interact informally.

Part of the plan for Renmin's second campus is to create a "wellness precinct" that includes sports, fitness and recreation, and health care in a single location. Their proximity will allow the different facilities to share the professional staff, space, and equipment needed for treatment and rehabilitation.

clockwise from left: **The planned second campus for Beijing's Renmin University; the Duke University campus in Kunshan (DKU), China; the ULACIT-CIT Center for Innovation and Technology Transfer, Escazú, Costa Rica.**

"a place of balance where light and dark, activity and rest, find an internal harmony" that frees students and faculty to achieve their creative potential.

That's as true for science and technology as for art. STEM and STEAM leaven the learning process as their fast-changing worlds play out in real time as conversations, arguments—spirited engagement that motivates students and researchers alike. "This is an amazing time for designers of educational campuses and facilities," Katz observes. "There's a real desire among academic clients at every level to break the mold and find solutions for a new era."

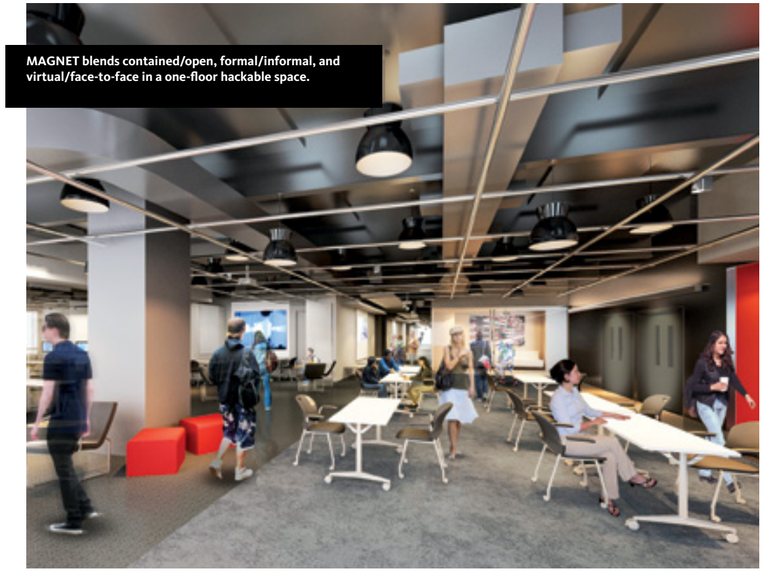
Allison Arieff is a content strategist at San Francisco's SPUR and a contributing columnist for the *New York Times*.

Maddy Burke-Vigeland on "What Will the Campus Become?" See it now at dialogue.gensler.com/v/24

"An atelier where ideas and tech mix"

As she wrote in *Points of Viewing Children's Thinking*, Ricki Goldman views learning with digital media as a layered conversation with self and others. R. Luke DuBois, her NYU colleague, makes art and writes music and software. NYU's new MAGNET brings their tech/culture–blending experience to a program and facility designed "for disciplines that haven't been invented yet." Here's a report.

NYU's Ricki Goldman (top) and her NYU-Poly colleague R. Luke DuBois are two of the founders of MAGNET, the Media and Games Network program, which brings faculty from four different NYU schools together around teaching and research that bridge technology and culture.



MAGNET blends contained/open, formal/informal, and virtual/face-to-face in a one-floor hackable space.

What's MAGNET and why is it interdisciplinary?

Ricki Goldman: MAGNET is our new interdisciplinary and interschool teaching, learning, and research site at NYU's expanding campus in Brooklyn. MAGNET's focus is on design, research, and experimentation with new kinds of digital media environments, such as games. It's also a place where scholarship meets maker and game cultures. My hope is that MAGNET will become an exemplar of studio-based learning and design that takes full advantage of what these emerging media technologies afford.

MAGNET brings together programs from four schools at NYU—Steinhardt, Tisch, Courant, and NYU-Poly—to look at complex design issues from a range of viewpoints and disciplines. Disciplinary knowledge from our schools becomes a vehicle for interdisciplinary design and invention in this new setting. A synergistic layering of ideas can occur as we meet and interact in the hallways, classrooms, and lab spaces. Several of the faculty have worked collaboratively on grants and research over the past few years. Now our students are also part of this evolving, interdisciplinary "atelier" culture, where ideas, knowledge, and technologies become the basis for a new kind of 21st-century learning environment on our campus.

R. Luke DuBois: In engineering, *experiment* means something really specific. It's the iterative testing of a hypothesis, something you think might happen that you try and if it doesn't go as you expect, you adjust and try again. You keep doing this until you get an answer. I'm interested in how you can take that idea of experimentation and apply it to cultural mechanisms of production. It means looking at places where there's a need for media research or for tools borrowed from performance, filmmaking, or theater. You find them and apply them. The gaming component of MAGNET is a really useful point of departure, prompting conversations around human/computer interactivity. Games are linked to the performing arts. You use technology to evoke a kind of mediated theater. It all gets mashed up so there's no genre, not even a name. I want the students at MAGNET to be exposed to that sensibility: that the boundaries are really fluid.

Do individual disciplines just fade away?

RG: Not really, because it's the interchange and exploration among disparate disciplines with overlapping concerns that create interdisciplinary knowledge. Over time, new disciplines emerge. Knowledge is never fixed. New fields of scholarship are continually evolving as cohorts with

Interactive zones facilitate the "conversation" between people and technology that's at the heart of MAGNET.

"I want the students at MAGNET to be exposed to that sensibility: that the boundaries are really fluid."

— R. Luke DuBois

similar concerns come together to share their different perspectives and understandings. What's exciting about MAGNET is that we can do this in a space that's designed to facilitate it.

How is MAGNET new? What's your goal for it?

RG: Over the last few years, a group of us at Steinhardt tried to create an atelier-like classroom using traditional teaching spaces in our building on Washington Square. But there was no place to keep the flow of ideas that we generated in the classroom alive after class was over. Nor was there a place to spark or capture ideas before and after group events. MAGNET blurs the lines between the formal and informal learning spaces. It's filled with nooks to continue conversations and whiteboards to jot down ideas. There are places for solitary work, as well as production spaces where groups of students and faculty can create and invent. MAGNET is designed to promote serious interaction and stimulate deep engagement. It's a place where people from four different schools—each representing a different discipline—can meet, converse, be inspired, design, invent, solve intellectually important issues, and have quite a bit of "hard fun" along the way.

RLD: We're not at the point yet where we have a virtual tutor that appears as a hologram and can show you everything digitally. I don't know that it's even useful to try to get there, since most of what MAGNET is about you can't convey in a lecture—the students just have to try it. We want them to drill down on problems and come up with really exciting, publicly visible things that can get out into the world. That's the Holy Grail. They, not us, will call the shots at MAGNET about the platforms and software they'll need to accomplish this.

RG: At MAGNET, we explore the interstices of diverse disciplinary viewpoints on designing digital environments. We also experience alternative ways of conducting university learning, fully integrated with emerging technology. In fields of study like ours, it is not enough for students to attend classes and then connect virtually for homework and discussions. To make things and see how they work in the real world, both students and faculty need to interact in real time, face to face, supported by online resources. My goal is to study how best to prepare the next generation of digital designers and makers to contribute to a healthy, creative society. It will be a messy couple of years, getting started, but my experience as a doc student in the first years of the MIT Media Lab suggests they will be foundational—and thrilling!

"Nobody else has built one of these"

Dr. Rodney V. De Jarnett heads Dwight-Englewood School, an independent college preparatory school in New Jersey. With a new campus plan in hand, he is overseeing the first project—the STEM Building, a platform for interdisciplinary teaching that will prepare the school's 900 students for careers that will hit their stride at midcentury.

Dr. Rodney V. De Jarnett presides over a PK–12 school founded in 1889. He was formerly the academic dean at St. Paul's School in New Hampshire, the chair of mathematical sciences at Dennis-Yarmouth Regional High School in Massachusetts, and a national consultant to the University of Chicago School Mathematics Project.

How does STEM fit into your school?

Rodney De Jarnett: As an independent school, Dwight-Englewood is able to experiment with what the most recent research says we should be doing in schools today. One thing we've learned is that noncognitive characteristics are closely correlated to success in school and in life. We're not doing the best for our students if we just teach them cognitive skills without giving proper attention to noncognitive characteristics. So we're creating an environment that nurtures them in the context of the important content and cognitive skills that our students master.

I'm an integrationist. I don't think of learning in narrow silos like an English Department or a History Department. I think more broadly—of a Humanities Department in this case. Can students really learn literature well without also including the history of the period when a book or a poem was written? And as a mathematician, I just can't imagine science and math being taught in isolation. You want to present them together, using an integrated, experiential approach in which students work on meaningful problems and are motivated to learn whatever they need to know in order to solve them.

Tell us about the STEM Building's design.

RDJ: The entire community was initially involved in our campus master plan. Once we had an approved plan, we agreed that the STEM Building would be the first step toward making it real. To the mathematics, technology, and science teachers involved in its design, I said, "Probably nobody else has built one of these, so first we're going to take a look at other institutions that have tried. We'll like some of it and we'll be disappointed with some of it, but we'll learn from the experience." And we did! Believing, as Winston Churchill said, that "we shape our buildings and then they shape us," I told our teachers that the STEM Building will reshape how we think about learning. It has to move our curriculum to the next step. As Gensler's Mark Thaler might say, "That's tricky work."

How will it work? What's your approach to STEM?

RDJ: We'll put science and engineering in the same building as mathematics—not only in the same building, but with the classes, teachers, and students located next to each other. A teacher could say, "You know what? For us to really understand this concept mathematically, let's step over here to the lab and do this experiment that will really help us understand it better." We'll no longer have a group of science teachers and a group of math teachers—we'll have a group of faculty working together as one body of educators. And we'll have a common space where they talk and learn from each other.

It's that collaboration over time that will change the curriculum, so the building has to encourage collaboration among departments that used to work in isolation. At some point in the future, we might not have a list of courses that are titled as they are now—like a biology course or a chemistry course. Instead, course titles might reflect specific types of problem-solving skills. I don't think we're ready for this yet, but we're giving our STEM Building the flexibility to change as faculty collaborate, learn together, and rethink how and what they teach.

What about the classroom in this scenario?

RDJ: Five or ten years from now, the classroom as we know it today may not be relevant. We're creating a lab structure based on what current research tells us about how we learn best. It points to collaborative, problem-based, interactive learning. We also believe the rapid pace of change will continue, so we don't want to be as specific about what or how students are going to learn in the next few years as we might have been in the past. The STEM Building is designed to give us the opportunity to change and grow. It provides an environment that sets an overall direction, but isn't so foreign to our faculty that they won't know how to teach in it.

How do you convey this to the students' parents?

RDJ: When I talk to parents, I always tell them, "We're educating our children for their future, not for our past." We may be the first generation of adults ever to admit to ourselves that we don't really have a clue about what our children will be doing when they're our age. The students we're educating today will reach the peak of their careers in 2040 to 2050. And those who forecast change suggest that 80 percent of our current students will be in jobs and fields that don't exist today. So we place a high value on learning and unlearning, as well as on creativity, curiosity, and entrepreneurship.

As an undergraduate, I was led to believe that my role was to master a set content, gain some initial skills, and go on to earn a living based on the knowledge and abilities I'd gained in college. Today's students are growing up in a very different world. They acquire knowledge and skills by interacting with information and collaborating with other people. You can't just tell students, "We're going to teach you a whole bunch of biology, in case you ever need it." That doesn't work anymore. Nor will they remember it. What will stay with them is the knowledge gained by solving problems they found meaningful.

We're designing the STEM Building to bring us along a constantly changing path. In 10 years, how and what we teach could be unrecognizable to today's teachers and students. The building will reshape itself around each and every change. The future may not be predictable, but we believe that our STEM Building will help us get there.

Allison Arieff, who interviewed the three educators, is a content strategist at San Francisco's SPUR and a contributing columnist for the *New York Times*.

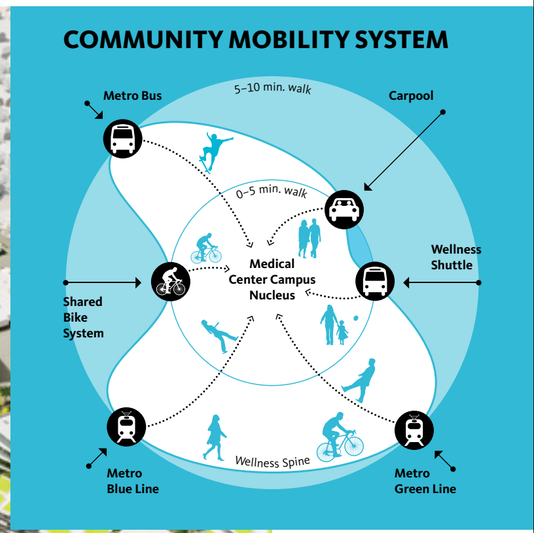
The STEM Building arrays its interdisciplinary courses around a common space for interaction.

The STEM Building leads off a new master plan for the Dwight-Englewood School campus.

> "The students we're educating today will reach the peak of their careers in 2040 to 2050. Eighty percent of them will be in jobs and fields that don't exist today."
>
> **— Dr. Rodney V. De Jarnett**

Walkable

To ensure accessibility, 88 percent of MLKMCC and environs are within a two-minute walk from a bus or shuttle stop.



The master plan for Martin Luther King, Jr. Medical Center Campus builds in walkability and takes a community-based approach to wellness.

Take a tour of the MLK, Jr. Medical Center Campus by watching a video at dialogue.gensler.com/v/24

The **SOCIAL ART** of **STAYING WELL**

If hearing the phrase "the doctor will see you now" makes you anxious, here's some welcome news: the goal now is to keep you healthy, not just treat what ails you. And wellness is a community affair.

BY ALEC APPELBAUM

Traditional health care assessed health and treated disease. It was a model that took a time-lapse view of patients, urging them to take care of themselves between visits. Illnesses were episodes, blips in people's lives. "Get well," we told our sick. Today, "stay well" is on everyone's lips.

We have the baby boomers to thank for this. Staying vibrantly healthy is a widely shared goal among this huge cohort. Working longer and playing harder than their parents, they approach health care like the consumers they've always been. "They expect to have choices," says Gensler's Nila Leiserowitz. "That's pushing health care in new directions." It's why there are mini-clinics in drugstores, health-advice kiosks in supermarkets, urgent care centers downtown, and doctors making home visits. The other driver in the US is the Affordable Care Act, which mandates wellness measures to stop the unchecked rise of health-care spending. The goal is to keep people free of the chronic illnesses that run up that bill.

It turns out this entails strengthening a sense of community. In the old model, the burden of health care often fell disproportionately on individuals. Support for them was often insufficient or lacking. The new model recognizes that maintaining wellness takes in every walk of life. So many different aspects of "community" have a role in supplementing the activities of traditional health-care providers.

Factors of wellness

Many factors in the everyday world contribute to physical and psychological health. There's no magic bullet, no pill you can take that substitutes for them. Good lighting, ergonomics, and acoustics; a healthy environment; activity, autonomy, access to nature and restorative environments; and lots of nudges—that's the prescription. Take as directed? More likely, the community's wellness cues are indirect.

"For communities, user experience is the vehicle," says Gensler's Sarah Bader. "It's how they ensure that these factors are present." Nudges toward a healthy lifestyle work better when people can follow cues together, adds her colleague Steve Meier. "Research shows that if peers or family support efforts to stay well, the likelihood those efforts will stick goes up dramatically." The push for wellness extends to developing cities, where prosperity's culture of comfort means that obesity and diabetes are on the rise. "Urging people to eat less and exercise more isn't as effective as changing their everyday settings to encourage walking, climbing stairs, and other physical activities," Meier says.

Consider the office. "Allowing people to choose between collaborating or working without distraction promotes wellness, not just productivity," Bader explains. "Choice and control reduce people's stress level. Life can be unpredictable, and the capacity to manage it is crucial," Meier adds. While smart-device apps and flexible work policies do their part, space still does the heavy lifting of health promotion in the workplace.

Combining space design with human resources management, of course, can require org-chart cloning. "Health in the workplace has been HR's domain, while the buildings are the domain of facilities and real estate. So we try to get them together when we start an engagement," Meier says. "People who have moved into office real estate management from the health-care world can bridge this gap intuitively."

Gensler's recent headquarters projects for Bayer and BASF exemplify how wellness is supported in the workplace by encouraging movement and fitness, providing healthy food and snacks, and having an on-site clinic available for walk-in health care and nutritional and other advice. Designing for wellness is compatible with other workplace goals, like encouraging casual interaction. "People may walk farther and use the stairs more, but they also encounter more colleagues outside their immediate workspace," notes Bader. "And they get in the habit of moving conversations away from where others are working."

10 factors of the physical environment

shown to have both direct and indirect influences on measures of physiological health as well as psychological well-being.

Lighting

control of artificial and natural lighting, personal control and adaptation to circadian rhythms

Water + Nutrition

convenient access to fresh water and healthy food

Interaction with Nature

ability to have direct contact with plants and the outdoor environment

Activity

low-intensity movement and exercise

High-Quality Environment

high-quality air, water, sound control, and lighting

Ergonomics

safe and comfortable individual work environment

Restorative Environment

a place to restore calmness and focus

Autonomy

choice, control, and adjustability of work settings and tools

Acoustics

control of low-level noise and privacy

Nudges

essential communications to support well-being factors

***clockwise from top*: View of a Los Angeles medical center's move into the community; Heartland/Center on Halsted senior housing, Chicago; the Ability Institute of the Rehabilitation Institute of Chicago, designed with HDR.**

Both the quality of the user experience and the engagement of a community of supporters are gaining ground within modern health care, Leiserowitz notes. In the heart of Silicon Valley, a new R&D facility for Siemens includes an innovation center focused on developing and testing ultrasound equipment, an ongoing marriage of high tech and high touch. The Ability Institute of the Rehabilitation Institute of Chicago, which recently broke ground, is designed around ability labs. Each focuses RIC's medical and research expertise on the unique and evolving needs of individual patients, tailoring the treatment.

Moving into the community

Even as they transform themselves, many urban medical centers are opening outpatient clinics, offering health management classes, and in other ways becoming the anchors of healthier neighborhoods. Several medical centers in Los Angeles are examples, Gensler's Barbara Bouza says. "Their whole approach is to go into the community. The reason is simple: people prefer having the doctors nearby, so they can walk or drive there easily. If the doctors are local and their kids go to school with your kids, so much the better."

In and around Los Angeles County's Martin Luther King, Jr. Medical Center Campus—MLKMCC for short—Gensler took community ties several steps further. Restoring local trust in the institution meant working closely with its stakeholders—a 60-meeting process that Gensler facilitated. The result is a master plan for both the campus and the underutilized areas around it. Wellness goes beyond just providing health care. When the neighbors listed their priorities, jobs were high on the list, but so was personal security—the campus has a strong workforce, but if people don't feel safe there, local retail won't thrive, for example, and the neighborhood won't benefit as much from its presence.

Gensler planner Claudia Carol reports that active retail mattered to the stakeholders in the context of civic vitality. The MLKMCC area suffers from surface parking lots, so creating places where people can walk and shop was another big priority.

"Another aspect was kinship," Carol says. "Attributes like continual care, aging in a place with skilled nursing, public art, and childcare were hugely important to them."

The ability to form personal relationships with doctors and staff also came up in the stakeholders' comments. The master plan helps give that a physical context. "It's not just providing transit access to MLKMCC," Carol says. "The place itself has to encourage people of all ages to be active."

Anchored by the ambulatory center and a newly reopened hospital, the redeveloped MLK campus will be surrounded by a mix of community-serving uses, from shops and restaurants to recreation and learning. In the past, MLK was an outpost, serving the neighborhood but detached from it. The plan—the community's plan, in fact—restores the ties.

On the community side, service providers like Chicago's Center on Halsted are also focused on wellness. In 2007, the LGBT-centered nonprofit opened its doors in the Lakeview neighborhood. Collocated with a Whole Foods Market, Center on Halsted provides a vital range of support to the city's LGBT community. Now it is partnering with Heartland Housing, an organization focused on creating healthy communities, to develop 79 units of affordable senior housing, plus space for programs and services. Located next door to the existing building, it shares a retail street frontage and a green roof as features.

The necessity of wellness

Medical care used to be inexpensive—and life expectancy was relatively short. Today, people are living longer and longer. They're also living better—healthier—than previous generations. Meanwhile, the cost of medical treatment has skyrocketed. These shifts are pushing back the retirement age and raising questions about the assumptions on which many pensions and health-care insurance plans are based—assumptions that often date back to the 1950s.

The wellness movement is a response to this—a new social contract in which responsibility for health is shared between communities and their constituents—residents, customers, students, visitors, and employees, among others. As awareness of health gains greater importance in the everyday, place has to support it. Wellness design enhances its ability to do so.

Alec Appelbaum writes on environmental, civic, and business issues for the *Nation* and *New York* magazines.

AIRPORTS OF THE NEAR FUTURE

Changes afoot in airports around the world point to a sea change in how well they support air travelers. Even domestic terminals and their passengers are getting A-List treatment.

BY FRED A. BERNSTEIN

Soon after opening its Gensler-designed Terminal 5 at New York's JFK Airport in 2008, JetBlue began augmenting its domestic service with Latin American and Caribbean routes. Rather than make those travelers clear customs next door, JetBlue opted to add a 170,000-square-foot international arrivals facility at JFK. Gensler knew that JetBlue didn't want its passengers to experience gloomy corridors leading to windowless rooms as they came off long flights. "The arrivals facility is filled with natural light," says Gensler's Ty Osbaugh. Its clean, dynamic look fits seamlessly with T5 and supports JetBlue's reputation for low-cost, high-value travel.

Meanwhile, on the West Coast, the Gensler-designed Terminal 2 at San Francisco International Airport celebrates its Bay Area roots. Completed in 2011, the terminal features shops and restaurants with authentic local connections. Passengers spend more money at T2 than at SFO's other domestic terminals. This led the airport to ask Gensler to help create an "identity statement" that articulates the requirements for a heightened passenger experience at every SFO terminal. That way, whenever the airport plans an expansion or upgrade, this proven and jointly developed approach will be built into the process. "We're taking the lessons of Terminal 2 and applying them across the board," says Gensler strategist Amy Kwok.

In both New York and San Francisco, Gensler is defining the airport of the future. Not the distant future—the province of science fiction writers—but the near future, where invention meshes with the needs of airline passengers, incorporating technology that is being invented even as the terminals are being designed.

The Star Alliance Lounge at Los Angeles International Airport takes advantage of LA's warm and sunny climate.

above: **The South Terminal Redevelopment Program at Denver International Airport links it by transit to downtown Denver and creates a mixed-use destination at DIA anchored by a civic plaza.**

Gensler is so keenly interested in moving airports forward that a team of architects and designers at the firm has launched a research project to study the airport of the near future. The initiative is supported through Gensler's comprehensive research program, which includes 29 ongoing studies. The aviation research follows three threads, says Gensler's Jim Stanislaski. First is improving the passenger experience, which involves creating customized journeys through airports. Second is increasing non-aviation revenue—a priority as more airport facilities are privatized. And third is the greening of the airport, to address issues such as on-site power generation and trash recycling.

One aspect of air travel that may change most in the near future is the arrival experience. "Until now, we've put a lot of effort into passenger departures," says Osbaugh. "That's going to change in the future, when we'll put more emphasis on arrivals." Revenue is one factor that's driving the change. After long competing on the basis of price, airlines are now battling for passengers based on quality of customer service, says Bill Hooper, co-leader of Gensler's global aviation practice. Airlines that improve the ease and comfort of the arrival experience gain a competitive advantage, he says.

Fortunately, large ticketing halls, which occupy the prime real estate in airport terminals, are much less essential. "Most people buy their tickets online," says Stanislaski. As a result, airports can be reconfigured to alter the relative importance of functions like baggage claim that once were relegated to cramped sublevels. Gensler is working currently with airline clients on terminal rehabs at two different airports in the US. Both carve out sections of the ticketing hall to bring daylight into baggage claim areas below.

Just as design can help by making airport arrival more appealing, so too can technology. One near-future possibility is real-time tracking of luggage, with smartphone apps that identify the precise location of passenger bags. Technology will also transform the departure experience. "Soon you'll check bags yourself and use self-boarding technology," Stanislaski says. "At security, you'll walk through and be scanned from all directions, without having to remove jackets, belts, or shoes." But things won't improve at the same rate for all passengers. Airlines will offer an easier journey from curb to cabin to its elite travelers first, says Gensler's Keith Thompson. "We're seeing stratification in the passenger experience, with extraordinary catering to air travelers in the elite and full-fare categories."

Even waiting will get a high-tech upgrade. Airports will use geofencing—software that enables businesses to target customers with messages based on their proximity—to suggest things to do. Knowing where they have to be and when, with smartphones issuing reminders, will free up passengers to make better use of their time before and between flights.

above: **Terminal 2 at Incheon International Airport gives travelers to South Korea a variety of places to relax.**

left: **Incheon T2's Great Hall helps passengers anticipate their next destinations. T2 is a project of the HMGY consortium with Gensler as collaborating design architect.**

After long competing on the basis of price, airlines are now battling for passengers based on quality of customer service. Ease and comfort differentiate. The airport sets the tone.

top: **The yoga room at SFO's Terminal 2 shows how wellness is now part of the passenger experience.**

right: **JetBlue's new international arrivals facility at JFK's Terminal 5 is an expansive, light-filled space.**

Some design trends are unrelated to commerce. Kwok says SFO, for example, is committed to improving the passenger experience by duplicating spaces like the "recompose zone" found in Terminal 2. "After passing through the stress of security," Kwok points out, "there should be an area where you can gather yourself in comfortable seating with access to natural light, restrooms, and hydration stations."

While some Gensler designers are improving airport amenities, others are envisioning entirely new airports, such as London Britannia Airport, a Thames River alternative to Heathrow. Proposed by Gensler, the airport would help London solve capacity overload problems at its other airports. It could also be designed to maximize efficiency, eschewing conventional gates in favor of shuttling passengers to and from aircraft in airline-branded capsules, says Chris Johnson of Gensler London. The capsule approach would reduce the distances passengers have to walk and eliminate boarding bottlenecks.

Gensler is helping clients envision airports in more remote locations than the Thames, including several cities in North Africa. Developers are interested in building "airports as destinations" that incorporate schools, hospitals, and shopping malls.

More and more, airports are being designed or expanded as self-contained urban centers. A version of the airport city now taking shape is Denver International Airport, which is being transformed into a quasi city center with a hotel and conference center. The new hotel will also house a transportation hub, with links to downtown Denver via commuter rail.

South Korea's Incheon Airport reflects another trend that Gensler's aviation team is researching: the greening of airports. The new Terminal 2, designed by Gensler, integrates state-of-the-art systems that will make it a model of sustainability. The terminal won't just be green, it will also feel like an extension of nature, thanks to features such as two large parks, a rushing brook, and habitats for birds and butterflies.

Likewise, at Chennai International Airport in India, new domestic and international terminals feature enclosed glass bridges over tropical gardens filled with palm trees, orchids, and other indigenous plants. The experience is meant to feel restorative. Chennai's new terminals elevate the passenger experience, a hallmark of Gensler's approach to air travel. That emphasis—along with other issues being studied by the research team—generates new ideas that are reshaping the airport of the future. It's a future that's coming soon.

Fred A. Bernstein writes for the *New York Times*, *Architectural Record*, and other publications.

above: **The expansion of India's Chennai International Airport features garden views from the new domestic and international terminals.**

Bill Hooper tells how future airports will move beyond takeoffs and landings. Visit dialogue.gensler.com/v/24

AIMING FOR NET ZERO

"The cloud" gives a lighter-than-air spin to all our connectivity and data sifting. In reality, they consume energy like there's no tomorrow. Next-generation data centers aim to fix that.

BY MICHAEL WELTON

Data centers are changing. And that can't happen too soon. "These buildings use an enormous amount of power," says Gensler's Bernie Woytek. "We're talking millions of kilowatts per year—it really adds up." After one data center client recently consolidated into a single new facility, its first-year savings in electrical power was $14 million. The trends for future data centers are clear, says Woytek's colleague Joe Lauro: "Smaller, more compact, and aggressively energy-efficient."

So how do you get there? Flexibly applying new technologies is a big part of it. Woytek cites liquid cooling as an example. A standard approach in the early 1960s, when mainframes ruled, it was replaced by air cooling as computers shrank to a fraction of their behemoth size. Now, with computers' power output constantly rising, liquid cooling is making a solid comeback.

"As the power density ramps up, the amount of heat the computers generate goes up tremendously. How hot? "Picture a closet," Woytek says. "You're in there with 150 hair dryers on high." You can only cool so much with air, he explains. "The computer boards can literally melt with so much electricity going through them." Cooling with conventional air systems, the maximum power density is around 350 watts per square foot, or 12 to 20 kilowatts per server rack. Liquid cooling, in contrast, can handle over 2,000 watts per square foot, or 130 to 150 kilowatts per rack. To put this in perspective, a typical home has a power density of 5 to 6 watts per square foot.

"We can't change the laws of thermodynamics," notes Gensler's Jan Gross. "The biggest power draw in a data center is the cooling equipment, so one sure way to reduce the energy bill is to raise the standard operating temperature of the computers." Manufacturers are steadily increasing heat tolerance for servers, in some cases allowing them to operate at temperatures as high as 80 degrees Fahrenheit. The previous standard operating temperature was 68 degrees. "The change doesn't affect the power consumption of the servers, but it lowers the amount of power needed to cool them," Gensler's Robert Duran explains. "Raising a server's operating temperature by just one degree cuts its associated energy costs by about four percent, so this adds up to a big savings."

Data center design now recognizes that housing servers is a different proposition from accommodating the people who run the centers or share the buildings with them. "People like a steady 72 degrees within a certain humidity range," Duran says. "Servers don't really care. As long as they don't overheat or make errors, they don't need people-friendly conditions." One reason that data centers are being built in cooler regions is that "you get as much free cooling as possible," Lauro says. "It still goes through air handlers, but only to clean it."

The building envelope is another important factor in improving the data center's energy performance. "You don't want a glass box, but you do want to focus on the glazing and insulation to get a high R-value exterior skin," Lauro explains. (*R-value* is a measure of thermal resistance.) The overall goal is compactness and simplicity, adds Duran. "A basic rule of sustainable design is to minimize the amount of materials and resources. That approach is usually more cost-effective." When the envelope and systems are compact, cooling and powering the data center are more efficient because there is less resistive material. That means fewer power losses due to heat, and a cooling solution that's coupled closely and efficiently to the equipment.

All of these strategies aim to reduce the data center's energy use without affecting its performance. "It's a dual focus," Lauro says. "We're optimizing for the mission and for the building's impact over time—its cost to build and operate, as well as its carbon footprint." Energy use is by far the biggest issue, given the sheer amounts of power consumed. "It's not uncommon for a data center to have the power needs of a small town," Gross says.

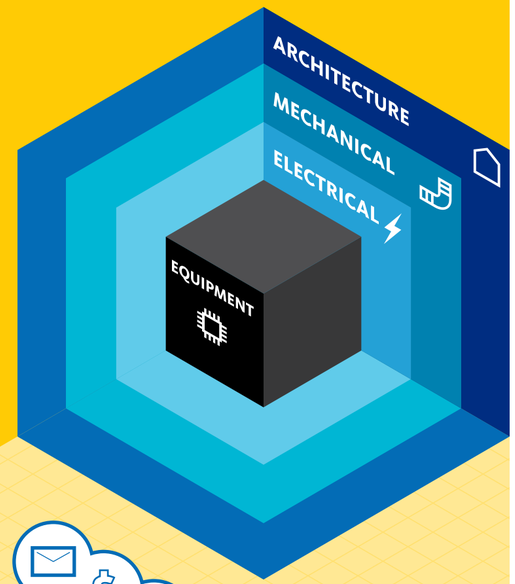
As they look for new ways to bring that energy load down, the idea of a net-zero data center always presents itself. Technically, net zero is possible. "I know of at least one data center in planning that will run off of solar panels," Woytek says. It requires about a 100-acre array to power the data center for 12 hours a day; the other 12 it has to draw on battery storage or the grid. In theory, the array could generate twice as much power as the data center needs, transfer it to the grid, and then pull it back at night. "Is that net zero?" Woytek asks. "Operationally, maybe, but the whole package—including the embodied energy in the up-front materials and the new equipment that's needed every three or four years—would fall short."

But Woytek and his colleagues aren't giving up. "We're coming closer and closer, but getting to net zero is like moving along one of those curves that stretches farther out as you close in on it. You never quite get there."

Michael Welton writes for *Dwell*, the *New York Times*, and the *Washington Post*.

How do you get to net zero?

The road to net zero takes in everything that contributes to a data center's resource efficiency, from the equipment it uses to the design of the building to maximize the opportunities to incorporate new higher-performing systems as they appear.

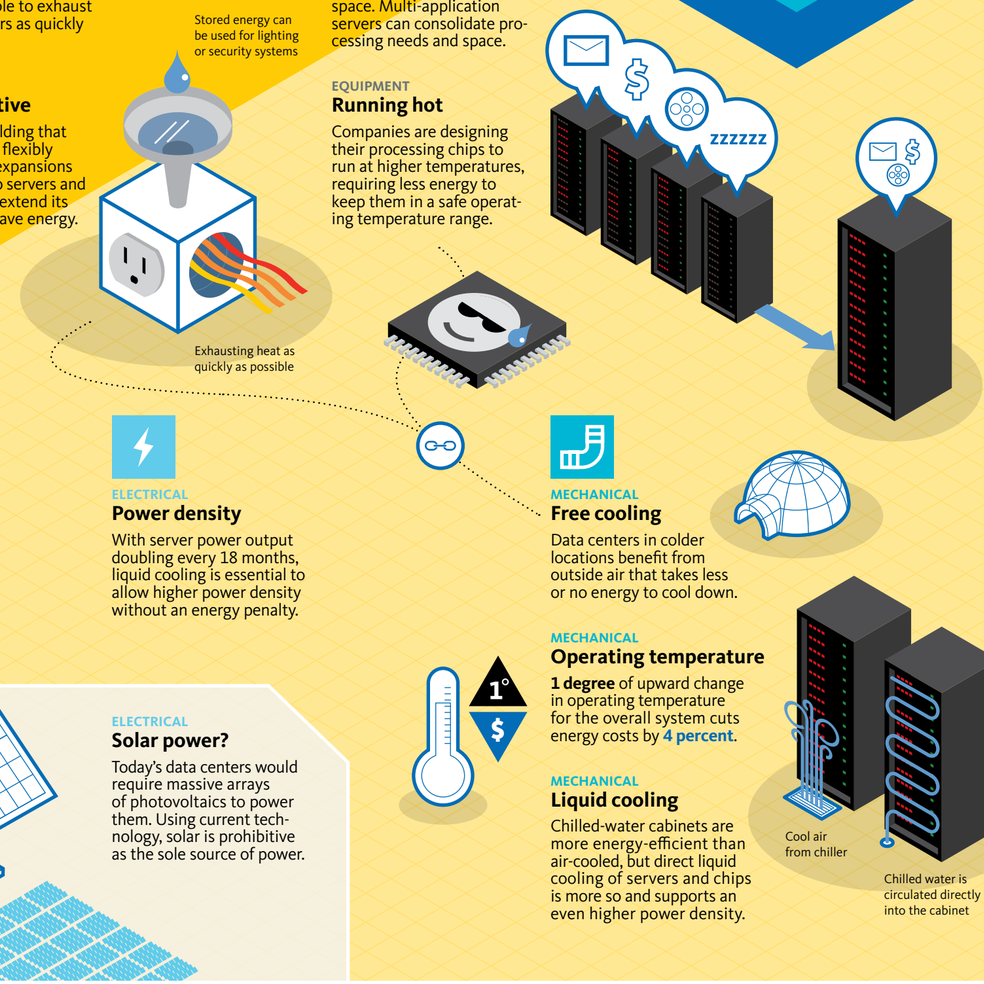


ARCHITECTURE
High performing
Designing a building that can use and reuse energy and water efficiently is as important as being able to exhaust heat from servers as quickly as possible.

ARCHITECTURE
Future-positive
Designing a building that can quickly and flexibly accommodate expansions and upgrades to servers and equipment will extend its useful life and save energy.

EQUIPMENT
Virtualization
Single-application servers may not operate at capacity and idling servers take up space. Multi-application servers can consolidate processing needs and space.

EQUIPMENT
Running hot
Companies are designing their processing chips to run at higher temperatures, requiring less energy to keep them in a safe operating temperature range.



ELECTRICAL
Power density
With server power output doubling every 18 months, liquid cooling is essential to allow higher power density without an energy penalty.

MECHANICAL
Free cooling
Data centers in colder locations benefit from outside air that takes less or no energy to cool down.

MECHANICAL
Operating temperature
1 degree of upward change in operating temperature for the overall system cuts energy costs by **4 percent**.

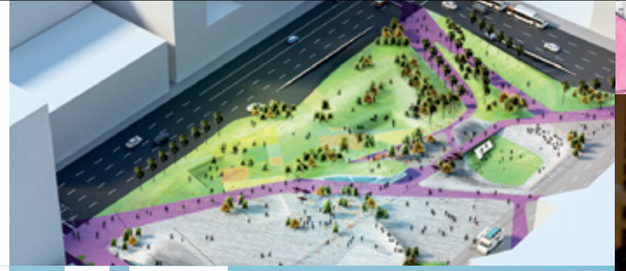
ELECTRICAL
Solar power?
Today's data centers would require massive arrays of photovoltaics to power them. Using current technology, solar is prohibitive as the sole source of power.

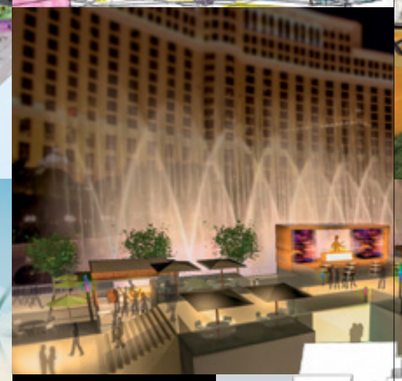
MECHANICAL
Liquid cooling
Chilled-water cabinets are more energy-efficient than air-cooled, but direct liquid cooling of servers and chips is more so and supports an even higher power density.

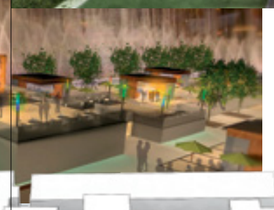
THE TOWN SQUARE REIMAGINED

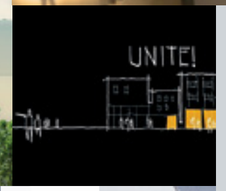
Seeking to re-energize the role of public space, Gensler launched Reimagining Cities, a decade-long initiative aimed at making a difference in our communities. In year one, each office was challenged to envision a new town square tailored to its locality. "What we learned is that regardless of the city where you live and its defining culture, improving the public realm means rehumanizing it," says Gensler's Mischa Ickstadt.

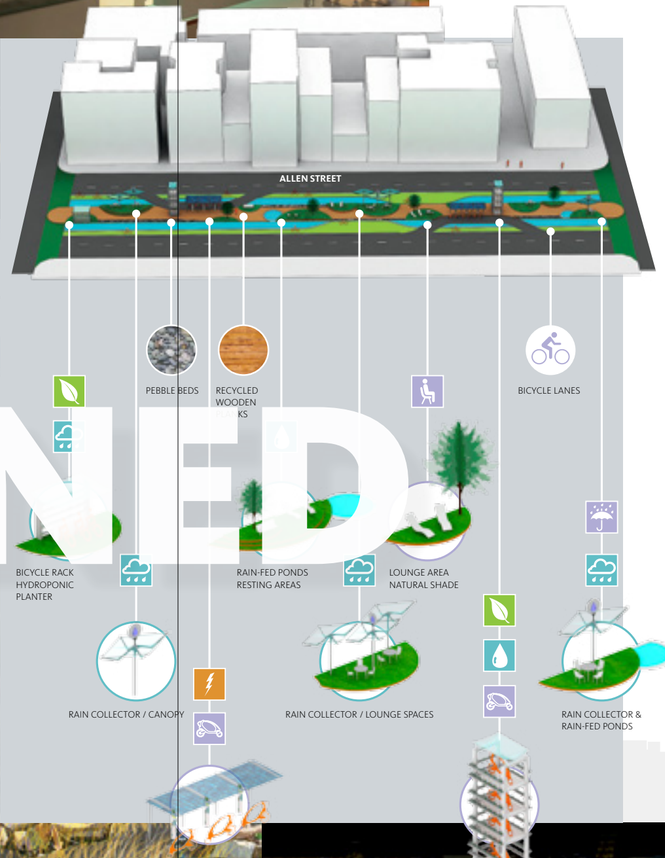
BY KEVIN CRAFT

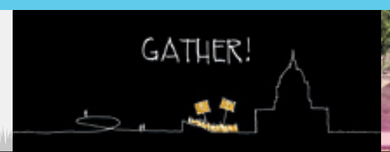












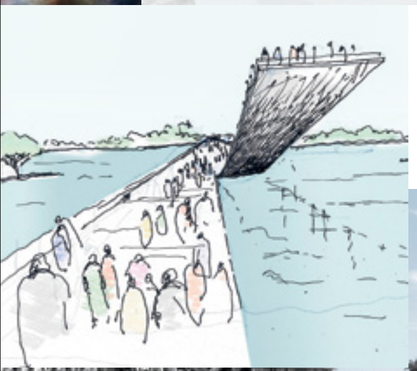
RECLAIM THE STREETS

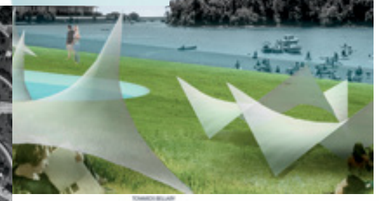
The good news for cities is that it doesn't necessarily take a huge investment to reimagine the town square. "So many existing assets in cities are underutilized," says Gensler Co-CEO David Gensler. "It just takes the power of design to transform them into vibrant public space."

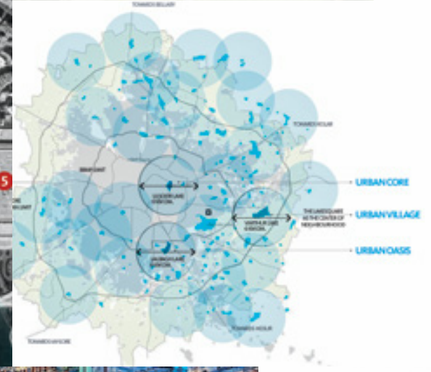
One example: Gensler **New York**'s inspiration for the streets of Manhattan, in which they tested the idea for a net-zero park along three blocks of the Allen Street pedestrian mall, a median wedged between four lanes of traffic. Sustainable features incorporated in the park include lounge areas shaded with photocell canopies; electric-car charging stations; bicycle racks that collect rain; and organic waste collection bins. Plug-in spaces—like a pop-up library—would be available on demand. Staggered by the devastation of Hurricane Sandy, the team also expanded their proposal with solutions for resilient infrastructure including waste disposal, renewable energy, and storm-water retention.

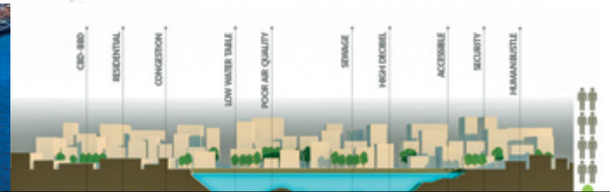
Similarly, Gensler **Las Vegas** proposed turning the city's strip into an ad hoc town square using pop-up structures to house various activities. Their Urban Mosaic system links modular, steel-framed cubes in any configuration to create public space for special events. This strategy would energize the legendary Vegas New Year's Eve celebrations, with the structures hosting countdowns from around the globe in a 24-hour cycle. Also envisioned: a culinary village combining cuisine and performance.

ON THE WATERFRONT









Waterfronts offer a great opportunity for creating a new social hub. In **Washington, DC**, for example, the Gensler team aimed to connect people to the city's great natural resource, the Potomac River. Their vision is not for more bridges, however, but for more people-focused spaces to enjoy—and opportunities to socialize while crossing the river and soaking up the city's sights. Among the interventions they proposed: pedestrian pathways across the car-dominated Key Bridge that let strollers explore the bridge's crannies and arches; a new waterfront terrace for the Kennedy Center; and Paddleshare, a boat-sharing service similar to Zipcar.

In **Bangalore**—a city that seems to have shunned its polluted and misused lakes—Gensler designers proposed a series of interconnected "lakesquares." The plan would reclaim, reconnect, and rejuvenate the lakes, helping to mitigate the problem of the city's dwindling water supply while creating a more appealing lakeside experience. The team envisioned how to improve one Bangalore lake's connection to the city by activating its edges, creating a sustainable prototype for this important natural feature of the city that is rooted in its local culture.

SQUARES w/o BOUNDS

"We started by looking for a historic infrastructure project, but we ended up learning that a series of smaller do-it-yourself town squares was a better way to go," says Beth Mosenthal of Gensler **Denver**. The team's proposal set its sights on small-scale gathering places by developing a simple and replicable framework that local residents could use to build community-focused sites on existing land. Their locations know no bounds.

Tied to the idea of "tactical urbanism"—an emerging practice of organizing quick, often temporary, projects aimed at making fragments of a city more lively—the design team developed an easy-to-follow flowchart to facilitate these activities. Team members created hypothetical designs in four city locations to visualize the possibilities.

Among their examples: a gallery, farmers' market, film screening venue, and learning center.

In **Houston**, a city whose high-tech economy, role in international trade, and multicultural population prefigure 21st-century life, the Gensler team looked to move beyond the days of automobile dominance. To do this, they proposed a mix of mini town squares that value foot traffic over traffic jams. The scheme takes many forms. One is on-demand public space that can rise anywhere using portable clouds that define space and provide shelter. Another is a strategy to reconnect neighborhoods split by highways—activating leftover spaces, such as the dead areas beneath overpasses.

CONNECT THE DOTS

Spurred by the redevelopment of the Old Street roundabout, the hub of a new Tech City in London's East End, Gensler **London** anticipated the area's rapidly changing future and the growing need for public space that caters to pedestrians and encourages street life. Using a broad lens, the team looked at open space as part of a larger network of spaces, seeking to better connect the up-and-coming technology district with its surroundings.

The team analyzed the entrance to the adjacent Shoreditch district, redirecting traffic flow, reshaping the intersection as a prominent landmark, expanding space for pedestrians, and creating new social space. Nearby Finsbury Square is conceived as a gateway. And the very function of connecting streets is challenged by expanding pedestrian use, introducing places to rest, providing locations for idea exchange, and recommending public use of neglected private land.

Gensler's **Seattle** office focused on reweaving pedestrian and social connections on a single site—the city's Westlake Park. On workdays, the 1-acre park is a busy plaza, filled with people arriving via four modes of transit on three distinct levels. It's also a mess of traffic inching along a street that bisects the plaza. The team proposed removing part of the street to link the transit tunnel, mezzanine, and ground level. This step would reveal the transit entrance and enliven the space with fresh air and light.

Kevin Craft is a Gensler senior writer and the editor of its thought leadership blog, *GenslerOn*.

To learn more about the Reimagining Cities initiative and its proposals, visit dialogue.gensler.com/v/24

SOMETHING OLD, SOMETHING NEW

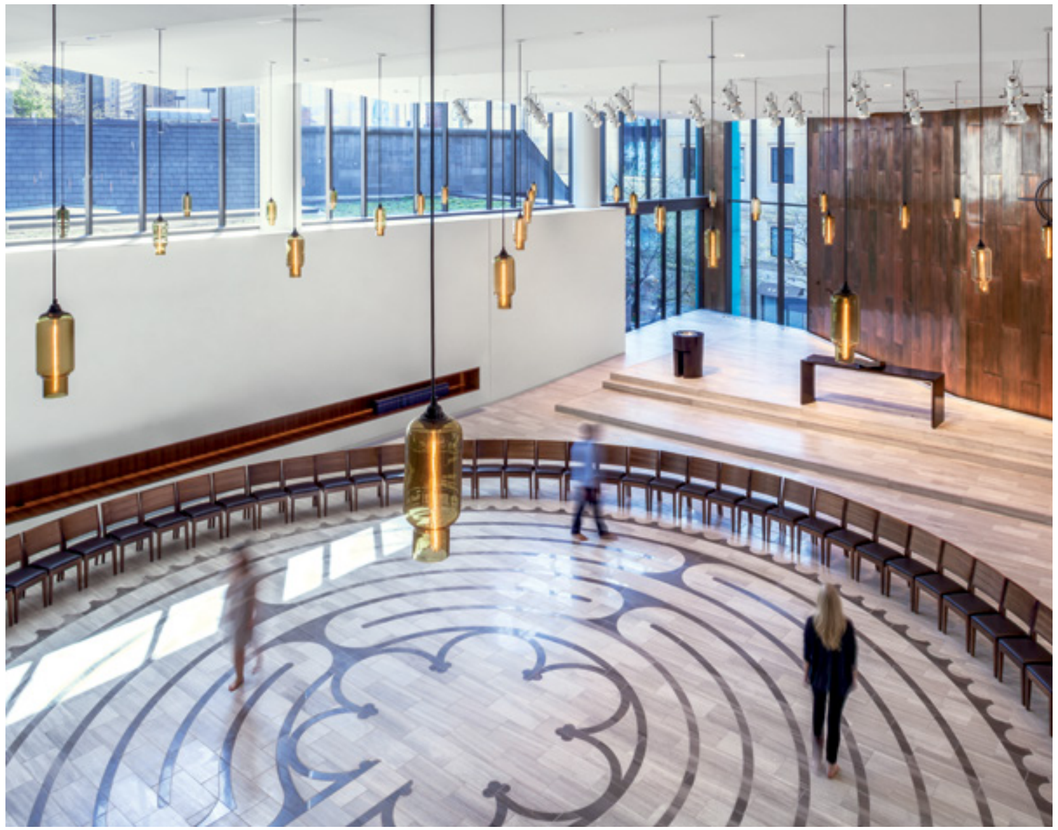
GENEVIEVE AND WAYNE GRATZ CENTER CHICAGO, IL

The Genevieve and Wayne Gratz Center at Chicago's Fourth Presbyterian Church brings a new energy to the congregation, strengthens its community ties, and brings the venerable Michigan Avenue church, designed by Ralph Adams Cram, into a dynamic present. Sited behind the church, the new Gratz Center provides the congregation with alternative worship space and additional areas to support its vibrant programs and community outreach.

The Gensler-designed 76,000-square-foot wing features a preschool, library, classrooms, dining hall, kitchen, multifunction spaces, and a 350-seat chapel. A double-height gallery connects the new building gracefully to the existing church. The marriage of past and present required delicate handling, says Gensler's Brian Vitale. He and colleague Todd Heiser searched for a reference in the original church that they could weave into the new building.

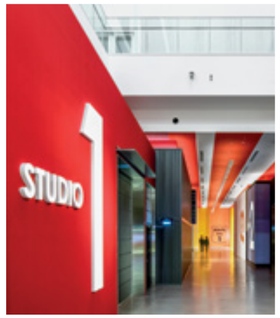
That thread was copper. Used sparingly in the historic church's details, copper appears prominently in the Gratz Center façade.

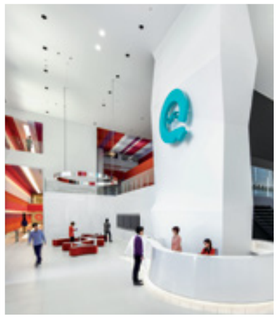
Generous use of glass on the east and west façades creates a sense of connection with passersby, making the work of the church more visible and welcoming. The limestone-floored Buchanan Chapel offers all a place of contemplation and respite from the pulse and pace of urban life.



A CULTURE OF CONNECTIVITY

QVC JAPAN HEADQUARTERS CHIBA, JAPAN





Gensler has revitalized a corner of Chiba, Japan, near Tokyo, with a new headquarters for QVC Japan that highlights connectivity, a culture of individuality, and a colorful aesthetic that is just as entertaining as the multimedia shopping company's lively content. In August, the project won the prestigious Ministry of Economy, Trade, and Industry Award in Japan's 2013 Nikkei New Office Awards Program.

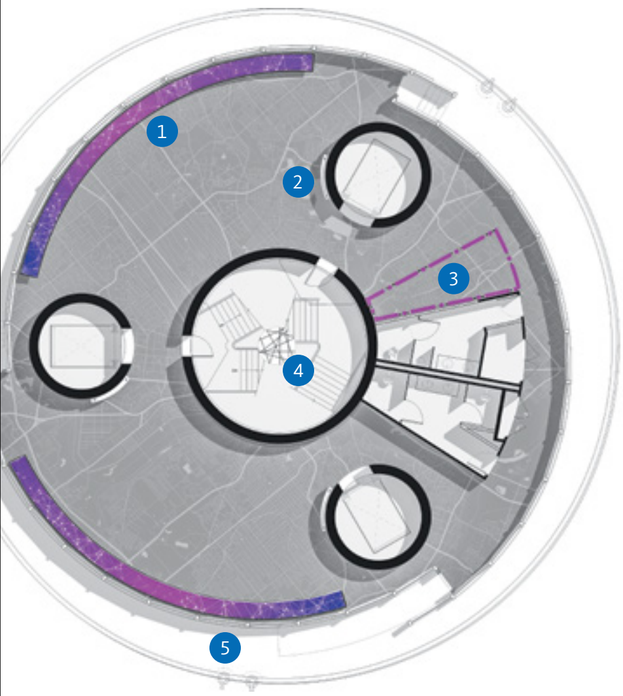
Designed by a team drawn from Gensler's Tokyo and San Francisco offices, the seven-story, 403,500-square-foot building commands a strong presence. Using precast concrete panels, the team forged a cost-conscious structure enlivened with color, graphics, and loftlike interwoven spaces.

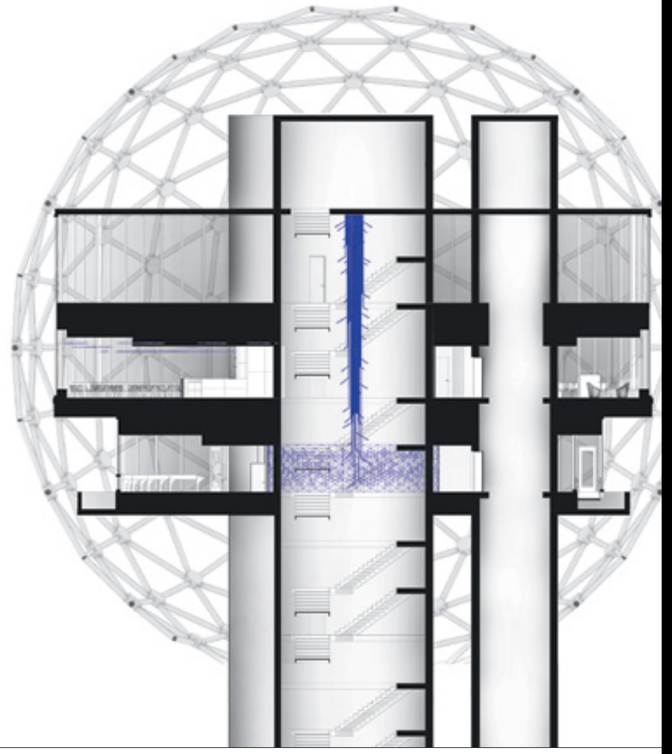
Gensler worked with Tokyo-based architect Nihon Sekkei to create a building that would encourage communication and incubate new ideas among its employees. Transparency is at the core of the design. On the first floor, guests can explore the "QVC Street," where the studios, preparation rooms, kitchen, and storage spaces "let visitors feel like they are part of the show," says Gensler's Shuichiro Hirano.

Each floor has a different character, with collaborative work pods for every department. A central break room and library on the fourth floor overlooks the soaring atrium. QVC's 24/7 operations is an important emphasis. Employees can access the cafeteria around the clock. They can bask on the outside deck by day or take a break in the relaxation area at night. "QVC wanted a headquarters where people want to be," says Gensler's Daichi Amano. "After all, QVC is known for making shopping fun. Its workplace needs to have the same spirit."

UPDATING AN ICON

REUNION TOWER DALLAS, TX

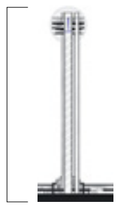




1: Halo
2: Photo kiosk
3: Proposed retail
4: Stairwell lighting
5: Telescopes

560ft

Built in the 1970s, the soaring tower is distinguished by a geodesic dome that houses an observation deck, café/lounge, and restaurant.



Reunion Tower redefined Dallas's skyline 35 years ago. Now, after a yearlong renovation, the landmark attraction is back—with an interactive edge. The timing is perfect, says Gensler's Judy Pesek. "Dallas has had some stellar openings recently—including the George W. Bush Presidential Library and the Perot Museum—and the crowds have far exceeded expectations. The new observation deck is a must-see."

"We worked with some of the brightest minds in the country to revive Reunion Tower as a premier destination in Dallas," adds Gensler's Jennifer Kolstad. The team's redesign of the observation deck riffs on the unique geometry of the tower's dome. The deck integrates new interactive elements that use sophisticated software developed with San Francisco's Stimulant, a specialist in digital experiences.

The "Big Sky" installation is 17 interlinked screens that stream real-time 3D simulations of Dallas weather patterns in the café/lounge, Kolstad explains. Within the observation deck, an array of 46-inch monitors deliver computer-enhanced perspectives of the city that visitors can control using high-definition cameras. "We've made Reunion Tower a true 21st-century attraction," Kolstad notes.

dialogue

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