Library Design Event with Matt Taylor

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OVERVIEW

This document is a transcript of the design event for the future of the Gottesman Libraries. The event, hosted by Matt Taylor, followed the format of an “accelerated solution,” where the goal is to solve a design problem. Here, the goal was to generate ideas for the renovation of the 4th and 5th floors of the library.

TRANSCRIPT

Introduction

Matt Taylor:
Welcome to the Accelerated Solutions Environment, owned by CapGemini, which is licensed by us to provide certain aspects of our patent. This particular environment was designed by The Environments Group out of Chicago; we consulted with them on the design and supplied the furniture.
Outline of Work
How many of you had a chance to see Gary’s email yesterday afternoon? In it he outlined what is driving our work today:

1. To generate ideas for the design of the 4th and 5th floors of the library space.
   - One idea for its use is as an “educational skunk works” where new initiatives can be incubated that will result in components of a new educational system.
   - Another is for a workshop area for projects.
2. To experience this environment, which is a Taylor-like environment. However, our venue is considerably larger than this one, which is designed to simply host DesignShop events.
3. To look at the possibility of expanding the notion of the library to handle collaborative experiences; to think of this as a delivery system for creating and delivering knowledge in new ways.

Understanding the Requirements
From the standpoint of MG Taylor this is our opportunity to understand your requirements to do this project. We have not been hired to do this project but we’re interested in it and have been following your progress for more than a year. We have great admiration for what has happened so far, it’s a great example of good design.

We want to demonstrate for you what it means to integrate the physical environment and process. At the end we should have time for some Q&A. This is about you rather than us.

World Economic Forum
I just came back from the World Economic Forum (WEF) where we installed an environment similar to this. In the past the WEF has been very informative but at the same time very passive. This year we used this kind of environment to conduct 17 interactive, collaborative workshops. We had three objectives:

1. To increase innovation at the Forum. We worked together with AmericaSpeaks, which does the town hall process such as the one used to explore how to replace the World Trade Center.
2. We had the attendees actually choose what they wanted to focus on in order to create a global agenda, the first time this has happened at the WEF.
3. The third goal was to create a new space that sent the message that Davos is changing, that it is moving into a different, more creative format with higher expectations for more focused outputs.

Scenarios
One of the things we did was a number of scenarios. I’ve decided that this would be a good process for us to use today in order to look at what are some possible future worlds,
what will be the impact on the U.S.A., on the evolving role of education, on the Teacher’s College and on down to what is the impact of these changes on the library.

Roger Hutchins and others wrote four solid scenarios. Though I think they are somewhat conservative, nevertheless the sum indicates that the next 25 years are going to be very different from the last 25 years.

Arthur wrote a paper on the changes and drivers of education. As you work your scenario we want you to refer to his paper as a resource as well. In each of your breakout areas there is also information from Mapping the Global Future. This is the report of the National Intelligence Council’s 2020 Project.

Each team will take two scenarios, one as a main focus and one as a theme to integrate with that. All of you will have to deal with ‘the cycle of fear’ which is continuous, ongoing terrorism. In my mind terrorism should not be looked at as an anomaly at all. These are serious people who are in it for the long term. It should be addressed as any conflict should be addressed in that situation. They are serious people whether we agree with them or not.

The other three scenarios are:

1. Davos World – where the WEF is held in China in 2020 because the world economy had shifted so much to Asia that political pressure is put on to move the Forum.

2. Pax Americana – where America continues in a preeminent role and position.

3. New Caliphate – where a major political religious leadership arises in the mid-East and the Muslim cultures that is strong enough to create a pushback to, and perhaps even a stalling of globalization.

All of these scenarios have a profound impact on what you do. At the WEF people from universities all over the world stated that the U.S. policies are impacting universities.

We’re going to go into breakouts now. You will work through your scenarios, and then we’ll do a walkabout report out. By the way, these scenarios should not be interpreted as good or bad, they are simply scenarios to work with.

Rest of the Day
Then we’ll come back and have a dialogue about the commonalities and themes that surfaced that are important.

Then we’ll go back into breakouts to work on specifications – one team will work on technology, one on environment and one on the work process. Then we’ll report that out, and dialogue on what the opportunity really is. Part of the exercise is to get us thinking about the future, because it will take a period of time to get the funding and get this
integrated into the School of Education, so we have to look at the future because we’ll be some ways down the road by the time those are accomplished.
SCENARIO CHALLENGES

GENERAL INSTRUCTION

SCENARIO REPORT OUTS

PAX AMERICANA TEAM: Janette Blackburn, Joe Brosnan, Michael Rennick, David Spector, Matt Sullivan
Our scenario describes the state of the world 20 years from now. The blue writing over here (see wall photo) gives the major talking points of what is going on in 2020 in this scenario.

The world 20 years from now is really not so different from today. The U.S. remains a global leader but hasn’t prevailed. We’re still dealing with the same issues – the Middle East, North Korea, etc. Things are just a little shakier and accelerated than they are today. Europe did come under attack in 2010 and so they have come over to our point of view, they are firmly on our side.

Over here the purple writing (see wall photo) is our attempt to say what would be going on, given that the world seen from the U.S. vantage point.

There are continued pressures to maintain a large armed forces and the attendant military-industrial complex. The implication from the scenario that we’re still the world police is that our country remains privileged, so it would be to our advantage to get involved where there are threats to our interests. It also indicates that there are parts of the world where things are so unstable that they would threaten our lifestyle. The main difference between now and then is that Europe realizes it’s to their advantage to join us in defending our interests.

But we still haven’t figured out how to do it well. And it has led to the same conflict of isolationist vs. expansionist.

Our prosperity is dependent on the global economy so we can’t retreat and maintain the prosperity because we only maintain our prosperity through our global involvement.

Our country will continue to become more culturally integrated especially with regard to the Hispanic culture. We will be moving toward a bi-lingual society (Spanish/English).

We contemplated what it will mean for the best and brightest to come in and achieve success in our educational system, and work their way up within our best institutions and corporations. What that will mean as those institutions and corporations become more integrated? Will we just look more diverse, or will we really be more diverse? Those who come in might become so integrated with us that they forget where they came from.

On education: this brown writing (see wall photo) was the underlying foundation. One of the big factors we grappled with was what type of jobs to prepare our young students to have. The trend in outsourcing will continue, and America will remain a service economy.

What might distinguish the American educational system: one of the things we talked about was that India, China and others will be perfectly capable of producing engineers and accountants, and might the U.S. find a niche in concentrating on providing a more broad-based education rather than mere technical skills? But the American public might want a very specific and technical education to get those types of jobs.
We felt that there is a lot of opportunity with the Baby Boomer population aging into retirement, that there will be a real opportunity for continuing education.

There will be a threat to education because more money will be going to the armed forces, and also because the Baby Boomers will not be investing in education nor interested in government investing in education.

The declining population of college attendees in the coming ten years will have an affect, though community colleges will grow across the country, as they have been recently in California. There will be more focus on technical training because of that.

We felt that there is a potential for the achievement gap to widen. As you look at needing a work force and the minority becoming the majority there could be problems. There could be a highly educated work force, a large uneducated population and a shrinking of the middle class.

On the 4th and 5th floor: with money leaving the larger education there will be a need to produce education more efficiently. The design of the tools will be necessary to allow education to continue to exist and be effective. The idea of skunk works. There will be a shift and the tools have to be used to make education more effective and more widely available.

We talked about creating new products and services, helping bring those up to scale and providing for continuing education.

DAVOS TEAM: MaryRose Barranco-Morris, Anthony Cocciolo, Hope Leichter, Arthur Levine, Joe Rondinelli, Ryan Warren
The de-Westernization of globalization is the Davos World scenario, the growth of China and India and those kinds of countries. We became a lot less influential because of the age of the respective population, natural resources and economics. There was a need because of less expensive workforce, technology. History and culture was important. Our own arrogance also allowed it to happen.

The impact of all this for the U.S. was:

Fear. We equated that to the decline of the British concept. One reason equated to where Britain is now, and how they changed their culture to survive.

Economic realignment and opportunity vs. despair – in this change there will be opportunities. Entrepreneurialism will exist. There will be a remigration of Americans to their lands of origin.

There will be an increase and importance of education which will become 24/7 due to longer life, multiple ages. Lifelong. Anytime and anyplace, multiple modalities. The result of how things will be judged, the methodologies.

4th/5th floor – the ideas and products have to produce money. The world we’ve described is one where the way we are now doesn’t fit real well. We need to generate the money to make the transition and so the ideas have to do that.
The space has to be flexible, moveable.

NEW CALIPHATE TEAM: Hui Soo Chae, Ruth Gottesman, Brian Hughes, Brian Krawczyk, Ellen Meier, Gary Natriello

This scenario saw the emergence of the Caliphate in the Middle East – the people come together around a young, charismatic religious leader who hasn’t been involved in any of the current butchery. There is a loosening of state boundaries. At an upcoming Olympics the Muslims come together under one banner. It causes ripples throughout the non-Muslim world as about one million Muslims come into America and Europe from the old traditional Muslim countries.

Results – we struggled with the tension between change and the conservative backlash. So we were thinking how to deal with that. Internationally we thought we should emphasize literacy, looking at various points of view, and economic stability.

Education – we talked about the need for increasing cultural understanding. Need to promote digital resources. Need to have a crucial and creative pedagogy to incorporate more about what we need to think about.

Columbia – we talked about how we don’t have a way to engage with them as educators, and about the process of education. We need to make sure they are thinking about the process of education and how they are impacting the leaders of the future.

We thought about how leaders of nation states need to be exposed to the Teacher’s College so they can think about education.

The 4th/5th floors should function as a catalyst to replace the nation-state. A world of libraries anchored by one key library. Librarian Rule.
Should be giving out but also taking in information globally. Should be a connecting point.

Digitizing
It should be acting as a convener – cutting across cultures and disciplines. How to produce information in new ways and how to take it in.

New settings
Interacting with others thinking this way, networking.

If we want a democracy to prevail it needs to be equipped with education, it isn’t going to make it by itself to help inform the citizenry.

We want to see foreign students, the old idea of pen-pals to create human relationship across the globe, to meet people around the world.

Teacher’s College – might be the place where we meet, dialogue, contact others.

We talked about the notion of a global teacher, would there be those that the college produced who had a global agenda.

Matt – the last session I facilitated at Davos was about private wealth. 25 people representing about $30 billion of wealth. They were from India, China, all sorts of different political and religious beliefs. There was vigorous conversation about not only how you create and preserve wealth but also how you invest it in a sustainable way.

As people talked about their different cultures you could see that each of them had a lot to contribute to the notion of what wealth creation and sustainability should be about. Some of these people have had their wealth for 1,000 years. The idea that we have created the culture of wealth was completely blown away.

As some of these people explained how it really is in their cultures, I realized how little I really understand about those different fundamental religions and countries and how much we are victims of our own propaganda and education.

If you want to think about the role of a global library and system that is as clean intellectually as possible – meaning it is as accurate as it can be in what it reports – I think it’s an extremely powerful notion. And it’s one that five years ago probably nobody would have listened to but five years from now could be critically important.
SCENARIO DIALOGUE

Matt - what are some of the ideas you came up with that feel important?

Comment - we liked the idea of thinking about putting it into an international context.

Comment – I thought it was interesting that the first two teams reached very different conclusions about what the implications of the scenarios would be, but they reached the same conclusions about the library.

Comment - education as we know it now has got to change so fundamentally. And regardless of how it changes, the role of the library is to help provide a means by which we continue to provide education no matter what the changes. If we don’t start thinking about how to enable education once it changes we’ll be stalled.

Matt – it sounded like the teams were saying that the library would be a catalyst to help change education, to become an active global force connected with other centers. I think a lot of what we’ve called education post-WWII is really fancy training. We’ve been training people to fill slots in the business world.

Comment – nobody used the word research.

Matt – but a lot of what you described was action research.

Comment – we have an increasingly diverse society, multiple languages. Doesn’t there need to be a commensurate response that reflects the international context?

Matt – if we were doing this exercise today in Europe there would be several striking things. One is that everyone would be very competent in English. Second, you would hear people changing the language used several times in one sentence in order to express what they wanted to say in the best manner possible. There are things that can’t be said in one language that are expressed wonderfully in another.

Comment – we actually discussed developing a language that would be Chinese-based, a sort of Esperanto.

Matt – can you sum up the common themes expressed for the 4\textsuperscript{th}/5\textsuperscript{th} floor?

Comment – it has to be more proactive, it’s where you go to create, incubate and export rather than just get information.

Comment – it has to be connected.

Comment – it has to be influential. The things produced there have to be economically sustainable because it will do no good to produce things that are expensive and are only able to exist because of the good will of the school, or a grant or a donor. Things that
come out of there have to be able to stand on their own feet in the world, if they are to have any influence.

Comment – one of the challenges I saw was that we are all acknowledging the complexity of education. Some of the tools and products that might emerge out of the 4th/5th floor have to be marketable but don’t really address the challenges of the global scenarios. Do we really want to be at the fore of creating a product that improves standardized testing?

Matt – you need to drill into what you mean by those words and how you’re going to use your capital. You could fall into the quarterly dividend business trap, which even businesses are recognizing is not the way to sustain business.

Comment – I think of any unit we would say “I expect you to generate capital”. They should have enormous value in one form or another – not necessarily money. If you’re not capable of doing that then give us the space and we’ll turn it into a parking lot.

Matt – you’re talking value in a knowledge economy, which can be IP as well as cash.

Comment – I can imagine that it was the competitive advantage, therefore it was the leader to all the other circuits. They will all use those pieces, and therefore the Caliphates would be the payers and sustain the knowledge flow of the library. So the enterprise model worked, and none of the people learning had the burden of money.

Comment – a lot of the implications of these floors are that this is a challenging future we’ve sketched out. The only way to really succeed is to attract talent. I’m not sure how you think about that. It’s got to be a place where talented people want to go and not leave.
Matt – there’s an idea that is filtering into architecture right now, and that’s about creating brand. It says what it is, what the rules of engagement are, and this is how it’s going to be. When you look at the words environment and process don’t take those words too simply. We have to think of those in very expanded terms. What is the physical environment – how is it flexible, what does it say, what does it express. In terms of the process we need think in terms of putting it in an appropriate financial basis, what are the rules of the process, will a tragedy of the commons be allowed to happen? How do you create a process that allows the enterprise to continue to grow and sustain itself? The technology issue – it’s too easy to think about just continuing to automate the 19th Century processes in better and fast ways. The question that remains unanswered is knowledge enhancement. What can we do now that we couldn’t do before?

We’re not going to solve all of these issues today but in the next hour I’m going to ask you to think in a performance specification kind of way. It says ‘what’ rather than ‘how’.

Before we get too concrete, think about what is it the 4th/5th floor should do, so we can design to that yet leave our minds open to all the design possibilities in the world.
PERFORMANCE SPECIFICATIONS

**PROCESS:** The group was divided into three teams—Process, Environment, and Technology. They were asked to prepare performance specifications for their area, and then prepare a report out for the whole group.

**PERFORMANCE SPECIFICATIONS REPORTS**

**PROCESS TEAM:** Joe Brosnan, MaryRose Barranco-Morris, Ruth Gottesman, Brian Krawczyk, Arthur Levine, Ellen Meier, Matt Sullivan

The goal of the organization is to be a leader in creating, managing, and applying knowledge. The 4th/5th floor – in one vision it serves as a parking lot and car wash. In another it serves as an incubator that produces products.

We talked about services and projects, using experts who can help move an idea to a product, a process, etc.

Clients served – people who want to park their car and have them cleaned OR schools, students, elders, preschool, museums, architects, designers.
We attempted to figure out what we would try to do if someone comes in with an idea. An incubator has a process in which to further ideas to solve problems, or market them. People come in with a problem, we say what we can do and then move through a process to reach a solution. It’s a process to solve issues and use whatever resources are available.

It’s a place for school leaders to come and develop software, or to design alternative environments, to bring kids, essentially an area to bring ideas and problems to reach a solution.

It can be a place where you could bring a group of school leaders to design an alternative school, then bring in teachers to figure out how to implement that, and then take it to kids to try it out, then come back around and go through the process again to refine it.

Matt – the environment in this picture (pointing) is a small private school in Calgary to do just that. They are attempting to wipe the slate clean and recreate how to function as a classroom of the future. We’re working with students, teachers, state and local governments, investors in the school and designers and architects from across North America.

The whole purpose of these kinds of centers is to be part of a network. You are invited to participate in this project.
On this last tile, we talked about the fact that what we need to do is bringing together other nodes such as museums, other libraries, parents, kids. We need to have one foot in the real world and one foot in the future.

ENVIRONMENT TEAM: Janette Blackburn, Hui Soo Chae, Hope Leichter, Gary Natriello, David Spector

This is a collection of ideas that we developed. A lot of them centered around how to get the right balance and flexibility between privacy and collaboration, as well as achieving a space in which people are comfortable to be creative.
The space needs to have variable acoustical properties to allow for groups like this and for quieter, individual work. It needs to be comfortable and stimulating. It needs to be flexible and adaptable for the coexistence of collaborative and private activities.
It needs to be a window on the world – it needs to bring in the world and to be transparent as well with the work that is going on.

Task/space memory association – your creative work is associated with where you sit if you’re there every day. People who are work there all the time will need a zone they consider their home base.
It needs to be powerful and dramatic, an influential showcase for the College.

The idea of being within the 4th/5th floor lab where you go and be with others to create.

It needs to be a magnet for the Teacher’s College, a resource.

It should feed a need – privacy should be based on need not on hierarchy.
We have to allow for zoning – to have home bases for those who work there everyday vs. a visitors zone.

A choice of space – to create and recreate. So the space can be redesigned if needed.

**TECHNOLOGY TEAM:** Anthony Cocciolo, Brian Hughes, Michael Rennick, Joe Rondinelli, Ryan Warren
The WHO – the people who are there full time and those who come in to use the space less frequently. What are the technology needs for each group?

Ownership of the appropriate technology for the different users.

It was tricky to talk about technology without talking about what the other teams were talking about. We tried to be seers and anticipate what all the different users would need.
What can we have beyond PCs? Maybe ownership comes with an iPOD portable element. Someone gets one when they come into the space and it looks the same for you. Then the 20-30” screens are already there.

Easy to use, supported in some robust manner. Use driven so flexible technology will come and go, we don’t invest heavily in one fixed technology. We see having experts in the space who can orient everyone else.
Using technology to more effectively communicate across different areas. Even when you are in close physically proximity to others you might use technology to communicate. Social networking software might be useful. A technology to mediate the physical environment. If you’re in a large common space, you might have the technology move around where people sit. Or if there are issues have the technology help mediate those.

Some of the other things we talked about included the idea that some of the technology has to be there for the core people living there, but others can use it when the core team isn’t using it. As an analogy – the swim team has the right to use the pool when it needs it, but when they aren’t using it they open it up for lap periods for others, etc.

So there are cameras, video, Mac editing machines and so on that could be used by the school population when the core people aren’t using those assets. The projects would require certain technology but it could be shared when not in use.
CLOSING DIALOGUE

Matt – what does this all start to shape in your mind? What do you see as a facility?

Comment – it’s open, mostly on wheels.

Prospect and Refuge

Matt – one of the historical problems with flexible spaces is they don’t have place, presence, everything is undifferentiated. So the ideal is that any way it is set up looks like it was built to be set up that way. We have to be able to do large groups, small teams, fixed project management teams that can possess some territory. Places that are commons and others that are very private. There are ways to deal with the acoustical issues. It must have architectural quality.

Comment – there needs to be a place for the core staff that is separate. I see it as always being in the same spot.

Matt – you may want to challenge that. This piece here (pointing at a photo) is actually a work space that can move. You might have a team that owns their own home, but at the same time has the ability to move to another area.

Comment – we need something that gives enough confidence that they would always have the space to do the project they want to do so they don’t hold on to a space unnecessarily, creating scarcity.

Matt – a separation of spaces is typically treated as either/or. It’s visually or acoustically shut off or open. What you want is where a user can go through gradations of that, be it a team or an individual. You can have gradations between prospect and refuge. You do it through permeable membranes. You can use wood and glass and shelves etc that look fairly traditional but the user can reconfigure them with three tools.

Managing the Space

Comment – what I’m concerned about is who is in charge of negotiating all the space so everyone is happy. Who schedules the space?

Matt – you’re right. It’s much more dynamic than a less flexible space. Go look at the ‘boids’ website. How do they know how to go around a tree? It turns out that they run by
three or four rules. What you have to do is have a covenant and set of agreements, with the technology in place, so these things come about. If you try to prescribe them the space no longer works. It has to be a community of adaptiveness. There are social solutions, there are technological solutions and there are rules. There is no solution that can be imported into your culture. The process you are using with your clients that you are incubating has to be used.

All of that said, a space of 12-20,000 square feet requires about three people to manage it at least part time. They have to be physically there to maintain the space and the commons or you have a tragedy of the commons. They are keepers, not bosses. They keep the cathedral of learning functional so that the group genius can work. At the same time it can’t be so delicate that it isn’t used. It has to be robust, organic and natural.

**Design/Build/Use**

There are a lot of qualities that have to find their way into the design, manufacturing and building of the space. That’s why we talk about design/build/use with feedback loops. You might think about approaching the project as a series of investments, uses and feedbacks so that you fill it in. It takes a year or so to learn how to use these kinds of flexible spaces.

**Memory**

Hope - One of the things we were wondering about is the memory function of the space – partly as archiving but also as the memory of the intellect.

Matt – one facet of our patent talks about the 22 aspects of memory that can be embodied in the physical environment and the process used there. How humans remember is a network and social phenomenon that can be built into the space. That is an essential aspect of a space that lives, that it is a keeper of social memory, in addition to doing all the archival functions.

Memory in complex dynamic systems is distributed or it doesn’t survive. Memory is a process of stimulation of recall and recreation and re-use. You don’t technically remember in your mind, you regenerate. You can take all of these as a strong analogy and think about protocols and processes and how you use them to do that.

When I remarked about how we’ve used technology to augment the 19th Century that is what I’m talking about. But it’s just been recently that we’ve started looking at the cognitive processes of the mind and realized that we’ve based learning on a false model.

Those are things that should be in the ambition level and translated into the design and engineering of the space. It’s just a matter of taking what we know in society, which is why I’ve stressed the network aspect and it has to be done iteratively. The worst thing you can do is take $10 million and just go build the space. It needs to be an iterative process.
**Accountability of Use**

Comment – one can imagine this as a sacred space, but one could say this is very very scarce space and there is a measure of accountability for using this space. For example, if I fail to figure out how to make my project successful then I lose the access to the space. There needs to be some accountability for the use of the space.

Matt – when I met my wife and co-founder she was running the Learning Exchange, which is still running. She never took anyone’s money who didn’t involve themselves in the governance of the space. Secondly she brought teachers out of the school system and told them the rules: they would work 50% in the Exchange and 50% on their program. After one year they would go find funding for their program and then take it back into the school system.

If someone comes in and doesn’t use the space in those ways it is a loss for the entire community. There is a lost opportunity. The moral issue we have to think about is can we afford to waste time and capability and opportunity to find transformation and make it real. Anyone looking at the scenarios we just worked can say we have no time and no resources to waste.

Part of the process is how you do collaborative work. Part is the governance process, which drives right down to the algorithm of use, the calendar and so on. This has to be looked at as an evolving, emerging complex system that supports that kind of work. The beauty of it is that it is small enough that it can do that. We would be learning the kinds of lessons that man is now failing at. We aren’t failing at building infrastructure or growing food, but when we put it all together and look at the projected growth what are we going to have – asphalt covering the earth? It’s how we deal with all the systemic interactions, and govern systemically. It won’t work otherwise.

**Incubation**

Comment – one of the dynamics we’re introducing is interdependence.

Matt – we have a myth in our society that we’re very good at innovation. We are not very good at bringing new ideas into the social context. I was delighted and surprised about the notion you’ve expressed about incubation and the catalytic part. It’s one of the single most important capacities for any major institution.

**Collaboration**

Comment – another thing everyone thinks is a good idea is the notion of collaboration. Gary was keen on bringing us all together on the 5th floor. We’re coming up there, and the notion is we’re all in the same space and we’ll play off of each other and get this group genius thing going. However, we remain separate groups that are collaborative within those groups, but it’s not happening between the groups.
Matt – a lot of that is identity. There has to be brand and identity, but it has to have neutrality as well. Otherwise it can’t facilitate groups. Of all of these facilities we’ve had the best was at AEDC where the Commander used it to run the base. He created an 8,000 square foot space and said “I am the Commander and I can shoot you if I want and get away with it. I am creating this space, and you don’t have to come, but if you do you will play by the rules of this space, as will I.” He created a space that allowed everyone to be facilitated and to collaborate, without regard for rank, and it worked extremely well.

**Transformation**

Matt – if you want to transform you can’t talk your way to it. You have to create that world as best you can, move yourself to it, and then create the world you want. Then repeat the process. Every time it has to be the best you know how to do. People come and play by those rules – they have to be apolitical, everyone has to be on equal footing.

**Keepers of the Space**

Comment – what is missing is the metastructure above the individual groups that we have. Somebody or some group needs to have their focus on the bigger picture.

Matt – the keepers of the space.

**Emergence**

Matt – if you want a system to be emergent, there has to be a minimum of three levels or recursions of work and three iterations of work. In the zone of emergence there has to be the fewest rules and constraints so there can be emergence. So how do you set up the environment, tools and processes that systematically gives you emergence? I’ll send you a link about what we’ve learned; it’s an integral part of our patent.

Comment – I want to comment on the challenge to that. What I’m seeing is a neutral space inside another space that has history, deep entrenched culture, and many drivers. What I feel you’re saying is that the space lives inside that other space without being infiltrated.

**Rules of Engagement**

Matt – you’re talking about the boundary conditions. These can be in terms of a single event or the management of the space in general. The integrity that protects this is a rule-based system. They have to be simple and they have to be negotiated, otherwise the old system will overwhelm the space and you’ll end up with a very expensive conference center.

These rules have to be very tightly drawn initially. Once a practice is brought into place then there will be an engagement between the two systems and that engagement will take
place naturally. You have to transfer it whole, and then it has to be recreated in the context of the culture. Otherwise it will not be alive in that culture, but if you don’t establish the rules first it will be smothered and overwhelmed before it gains its own identity.

The existing culture does have input and feedback but that is done by certain rules of engagement. Rules of engagement are done best by the military so I’ll use a military example. If you’re in the middle of the Indian Ocean, and you see a warship coming that doesn’t respond to your inquiries how you respond depends on the rules of engagement. There are levels of response that are described within a context – this protects ignorance. In this case it prevents the captain, who can’t have all the knowledge about the situation, from starting WWIII.

As experience grows the rules can be changed or relaxed. As the community of users becomes more sophisticated and educated in how to use the space, and what it needs to be, they will understand how to change the rules without breaking the system.

**Neutrality**

Comment – if I’m in a hospital and have to be garbed to protect a room from germs, chances are that in time there will be germs in that room and you’ll have to close it down. It might be that you don’t want to keep the space that neutral.

Matt – I think we might be thinking about neutrality differently. Remember back in the 1950s when they had a notion of marriage called togetherness? If we’re separate (draws separate two circles) we have no way to communicate because we have no common ground. If we’re completely together we are the same thing, and have nothing to communicate (draws totally overlapping circles). If we have two circles that only partially overlap then we have some commonness and some difference so we have something to communicate.

When I talk about neutrality I mean respect for diversity, then the culture decides what it wants to keep. If I was the head of HR for a corporation, and I was running for President, and I used the space as a means to advance my career and personal projects, and used it to axe others – that would no longer be a neutral space. You want the best cultural aspects to come through.

**Users of the Space**

Comment – part of the issue is we aren’t to the point of defining the mission of the unit we’re talking about building. Once we do that we will think about the boundaries in a different way. All work would not be equally good candidates for this space. Once we’ve defined it, then those who are there will need to evaluate if they should remain. People and teams will chose in/out.
Comment – at the moment we have separation. We don’t have the power or plan to push the units that are there together.

Comment – there needs to be enough of a plan but not a complete plan so that the people who are going to be part of it need to be part of making the rules.

Matt – that’s why it needs to be in steps. Once started, those people need to evaluate while remaining respectful of who brought them there.

Comment – there is a line of people who want to be on the 4th/5th floor who are pressuring Arthur. We have to get ready and help him get ready to talk to all of those people. There have to be boundaries.

**Creating the Future**

Matt – this is what makes it all so fascinating. Prevailing at this is what makes it so significant. What generally is a mix of politics, budgets etc creates a solution that is not ideal. So getting it right creates a process that is transformational. This is rare, that people create a place and process to create their future.

Comment – those that do, win. You always have these filters over top of the iterative process, and once you get through the process you have to go back to the filters.

Matt – the distinctions between profit and non-profit are up for grabs now. There is a whole thing that has to be created, and different mechanisms are better for different parts of the whole. You need all of them in some kind of balance to create a sustainable responsive system. If there was ever a place where the knowledge exists to do this it would be a university, but they keep their knowledge in stovepipes. Some of that is for good reasons – tenure for instance – so the protection is intense but the knowledge can be hard to get at. The very creation of this space is in and of itself significant.

**Project Rollout**

Comment – you talked about iterations in doing this kind of project, can you elaborate? Is it doing parts of the total space? Layers?

Matt – there are definitely layers, certain infrastructure things that have to be there. There are other elements that can be done incrementally within a vision. There needs to be a realistic budget and you have to have control over that money even if you aren’t going to use it all at once. If you’re going to lose the money then it will force you to do things that shouldn’t be done at that time. Incidentally, commercial centers of this size can generate $2-3M/year in revenue.

**Programmatic Elements**
Matt – these are programmatic elements. One of the disturbing things about modern architecture is they use the program element to declare who sits next to who, and where in the space. The program element should include the principles by which design decisions are made, the theme, and so on. The entire community that has a stake in this needs to be involved in this aspect. I couldn’t guess what the right things are to do in what order because that is so specific to you, but I could guess what the general things are.

The Shell

Comment – we’re really fortunate with those two floors because they have good natural amenities that make a great shell. Good natural lighting, great columns with detail. There are certain things that can be done to finish the shell – fixing the restrooms, bringing things up to code, the basic technology – that gives you a place to work. Most of the construction dollars will be involved in finishing out that shell. You’ll be achieving that and then finish out the rest.

Matt – you’ve already established a look and iconic presence with what you’ve done on the lower floors. You want to bring that up. This is, by the way, the strongest memory of how the two spaces integrate.

The Tower

Comment – can you give us your thoughts about the Tower, the 6th floor?

Matt – that is the magical place. We’ve talked about the roof garden, and I understand there are issues, but I think it would be a real violation of history to not find the best use of that room. I think it would be a very magical place. I see a very open venue for it. It’s almost complete as it is. It could be your sandbox, the freest and most open element of the whole thing. How you get in and out of it are challenges, the infrastructure issues around it are large. You might want to go out and find someone who wants to support this as a separate piece.

Comment – it’s a donor issue.

Comment – we’ve always said it’s the last thing.

Matt – once you have this programmatic element figured out you can box a series of projects. There are some that are linear but others could be done at any time. Find people who are interested in the various projects and bring them on line at the appropriate time.

Comment – the Tower needs to remain a commons area.

Everyone – yes!
Matt – we will prepare a rough collection of the work today, and I will suggest some ideas on my website. We have a wiki ready for you where these things will be and on which you can continue the dialogue.
PHOTO ALBUM

The Design Team at Work