

# Practice Management

AIA Knowledge Communities



## 2012 Webinar

### **Beyond Marketing:**

**Social Media for Recruiting and Retention, Research and Development, and Knowledge Management**



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# Practice Management

AIA Knowledge Communities



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# Practice Management

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<http://network.aia.org/PracticeManagement/Home/WebinarResources/>

- Submit a question to the moderator via the chat box.  
Questions will be answered as time allows.



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# Practice Management

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2012 Webinar Series

## **Beyond Marketing:**

**Social Media for Recruiting and Retention, Research and Development, and Knowledge Management**



**Moderator:**

Scott A. Kuehn, AIA  
PMKC Advisory Group

**Presented by:**

Christopher Parsons, Founder and CEO  
Knowledge Architecture





**KNOWLEDGE**  
ARCHITECTURE

---

# **Beyond Marketing**

**Social Media for Recruiting and Retention, Research and Development, and Knowledge Management**

**CHRISTOPHER PARSONS**

Founder and CEO, Knowledge Architecture





## CHRISTOPHER PARSONS

FOUNDER AND CEO  
KNOWLEDGE ARCHITECTURE

## BACKGROUND

FORMER CIO / IT DIRECTOR, 2 LARGE  
ARCHITECTURE FIRMS  
BOARD OF DIRECTORS, PUBLIC ARCHITECTURE



### Mission

We empower architects and engineers to create, capture, and share knowledge to leverage their expertise and grow their organizations.

### Community

A community of AEC professionals who exchange best practices of organizing information and sharing knowledge

### Software

Connectors, systems integration between common industry software.

Nexus Server, systems integration and data warehouse platform.

Synthesis, a social intranet for architects and engineers.

### Conference

KA Connect 2012, a knowledge and information management conference for the AEC industry.

*April, San Francisco*

Software + Ideas



How do architects and engineers create, market, and scale knowledge for competitive advantage?

**CREATE:** What is the state of R&D in architecture and engineering firms?



How do architects and engineers create, market, and scale knowledge for competitive advantage?

CREATE: What is the state of R&D in architecture and engineering firms?

MARKET: How do architects and engineers align social media programs with knowledge strategy?

# The Bottom Line

Q: “Will Social Media Help My Firm Win More Work?”

A: “Yes, but I can’t prove it...yet.”

“However, there are other good reason besides revenue to use social media tools. For example, recruiting, retention, learning, and branding.”

“Social media marketing can put a runner on second. Your sales function has to drive him in.”





Author: Christopher Parsons

## How much does social media cost?

Q1: "How much does social media cost?"

Q2: "What's the ROI of social media?"

A1 : "I don't know."

A2: "I don't care."

I'm being glib. Let me explain my answers in more detail.

I presented **preliminary findings** from our research into the web, social media, and R&D activities of over 500 of the largest architecture and engineering firms in North America to the AIA CEO Large Firm Roundtable last week. During the question and answer session, one of the CEOs (whose firm participates very lightly in social media) asked about the costs and benefits of social media programs.

Here's an abbreviated version of my answer:

"I don't believe that firms should have a standalone social media program. Social media activities should be integrated into larger strategies for the firm, including thought leadership, research and development, recruiting and retention, and knowledge sharing. In addition, social media (or digital) activities should complement your face to face (or analog) activities such as speaking at conferences or running client workshops.

For example, if I develop a presentation based on research that our company conducted using both analog and digital methods, travel around the country giving the presentation, return home, carve the presentation up into a series of blog posts, share them via LinkedIn, Twitter, and Facebook, and then give an interview to an industry journalist about our findings — is that social media spending? If so, which part? How would I begin to separate out the costs and attribute them directly to social media? Or perhaps more to the point, how would I attribute revenue to the social media component of those efforts?"

I suppose we could review our client list, identify which clients (to the best of our knowledge) learned about us through our social media efforts, sum up their fees to date, and apply a sort of "social media finder's fee" to them to determine the value of our program. Yet that would be ignoring the fact that we still had to close them once we began talking about our software and services, that our ideas had to be interesting, our products had to be compelling, and because our business depends on repeat clients, we have to keep innovating as well as providing outstanding service.

I know on a deeply intuitive level that social media provides a huge benefit for our firm, because I can see and feel it working firsthand."

At that point Phil Harrison of Perkins+Will chimed in:

"Trying to answer the question 'how much does social media cost?' is like trying to answer the question 'how much does

> SEARCH



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KA Labs Webinar :: Vision-  
Constant Contact Connector

Does work make you happy  
or does being happy make  
you work?

Preliminary Findings:  
Research-Based Practice

My favorite writing trick.

Degenkolb's Knowledge  
Sharing Platform

Hey, that's our CTO!

Founder and CEO

New Year. New Intranet.

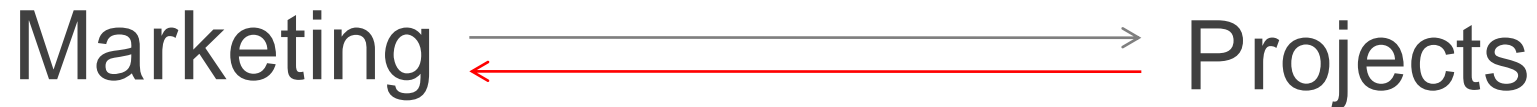
# Social Media Costs + ROI

## Connected vs. “Socialwash”

“If you can clearly account for your social media spending, you are probably doing it wrong.”



What does the relationship between marketing and knowledge look like in most professional service firms?



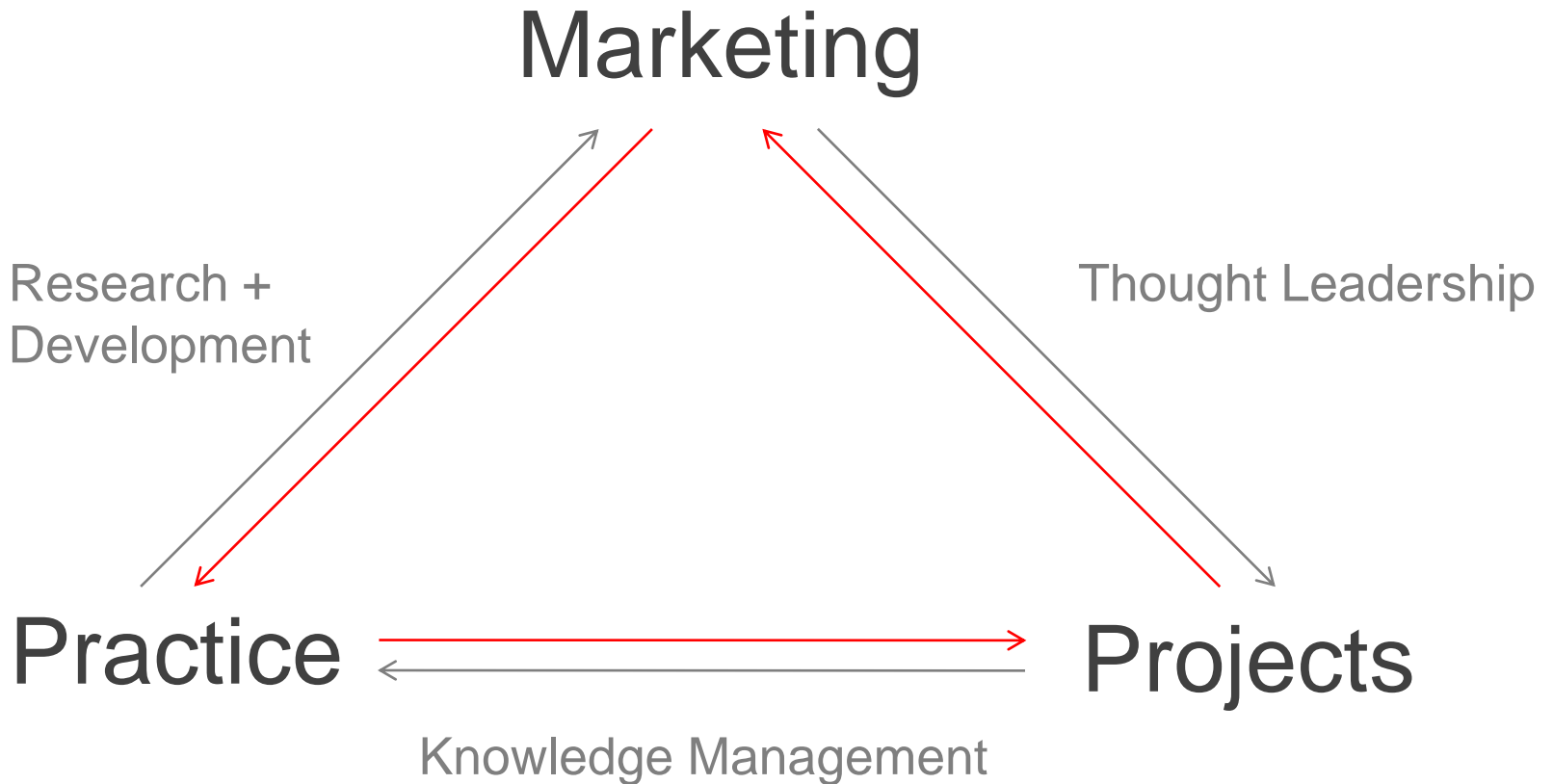
Knowledge(Practice)

Research + Development (R+D)

Thought Leadership (TL)

Knowledge Management (KM)

# The Connected Practice



# Methodology

## Sources

Architectural Record – Top 250 Architectural Firms

ARCHITECT Magazine - The ARCHITECT 100

Building Design + Construction – BD+C Giants 300

ENR News – The Top 500 Design Firms (Planned)

## Criteria

Active use of only tools only, did not count “squatting.”

Ignored non-primary AE firms (i.e., Halliburton, Bechtel)

Only looked at the firm’s digital platforms, not individuals, industry/client groups, or projects.

## Approach

Outside-in.

Quantitative first. Flag outliers and best practices.

Qualitative Interviews and KA Connect 2012 talks follow quantitative.



# Summary

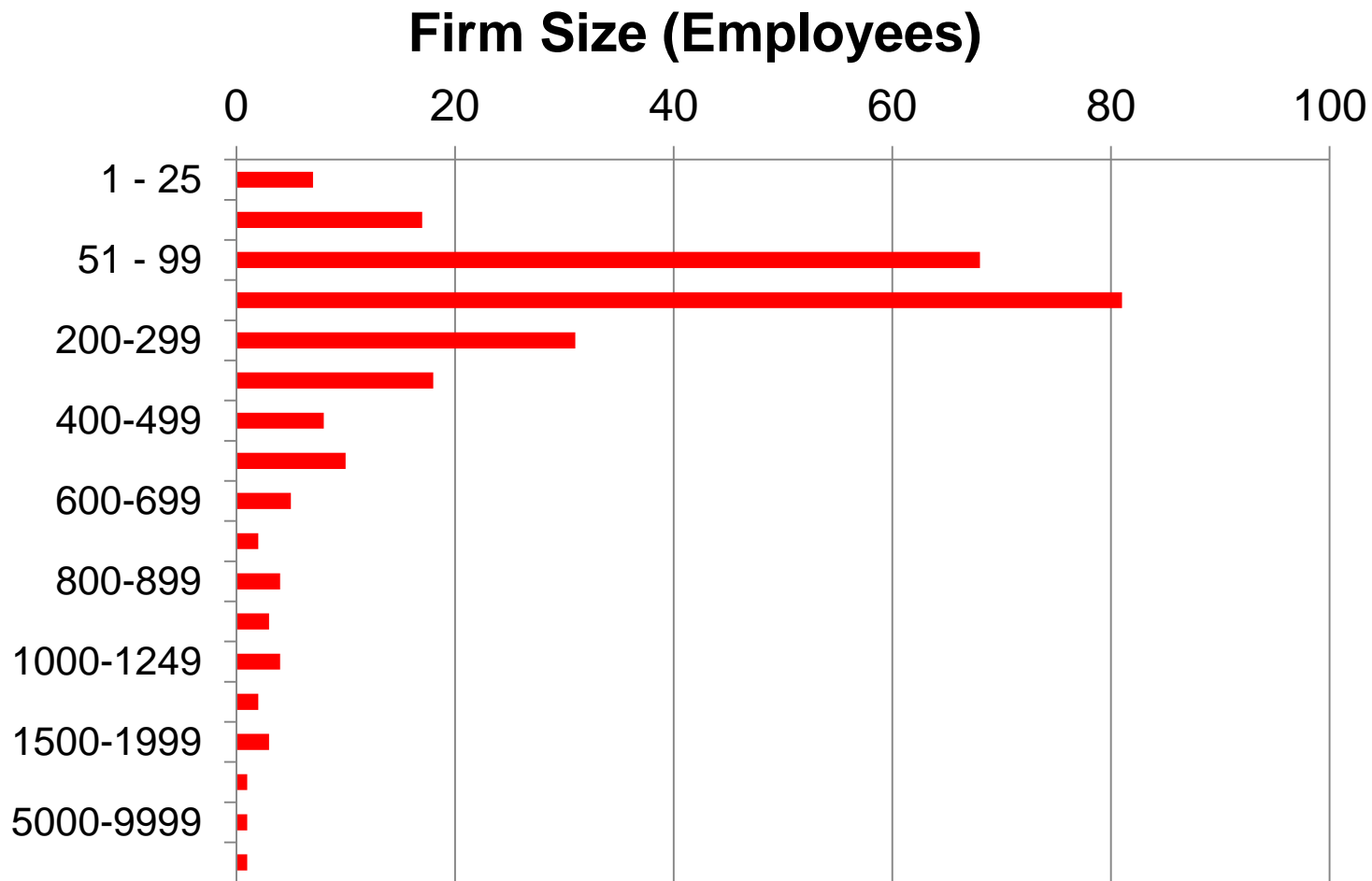
## Status

**266** Firms Profiled

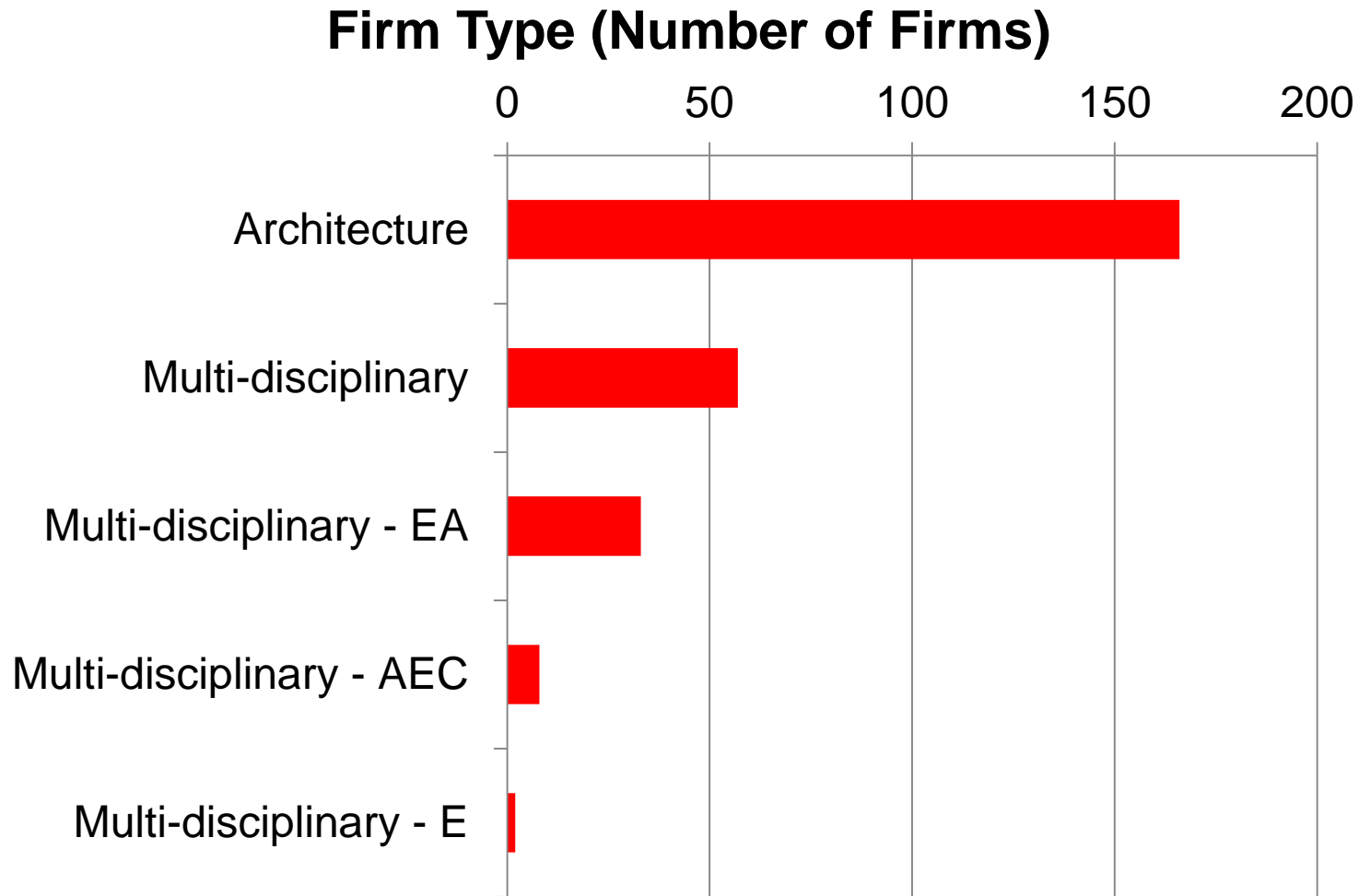
**150** Actively Using Social Media (56.4%)



# Summary

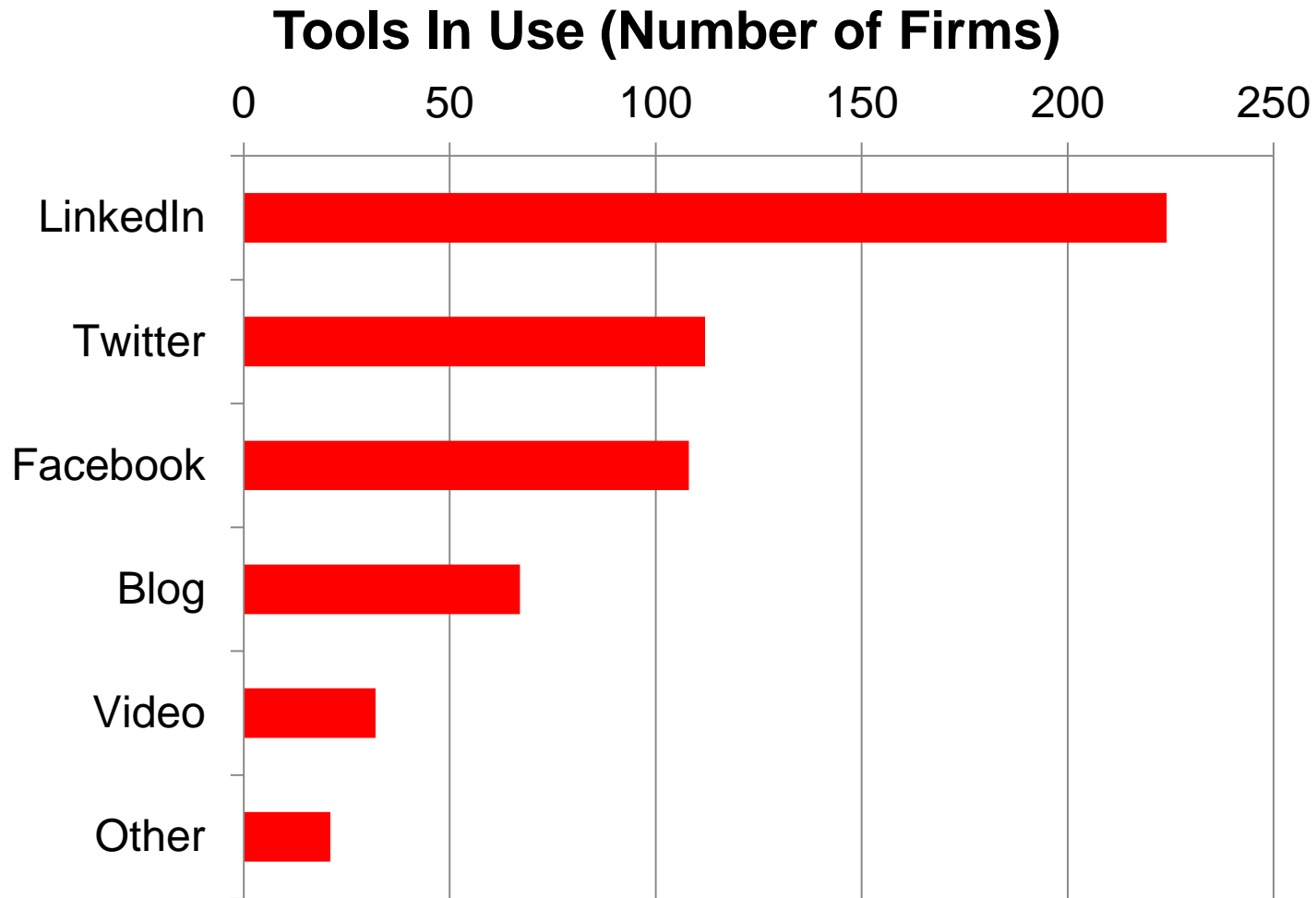


# Summary



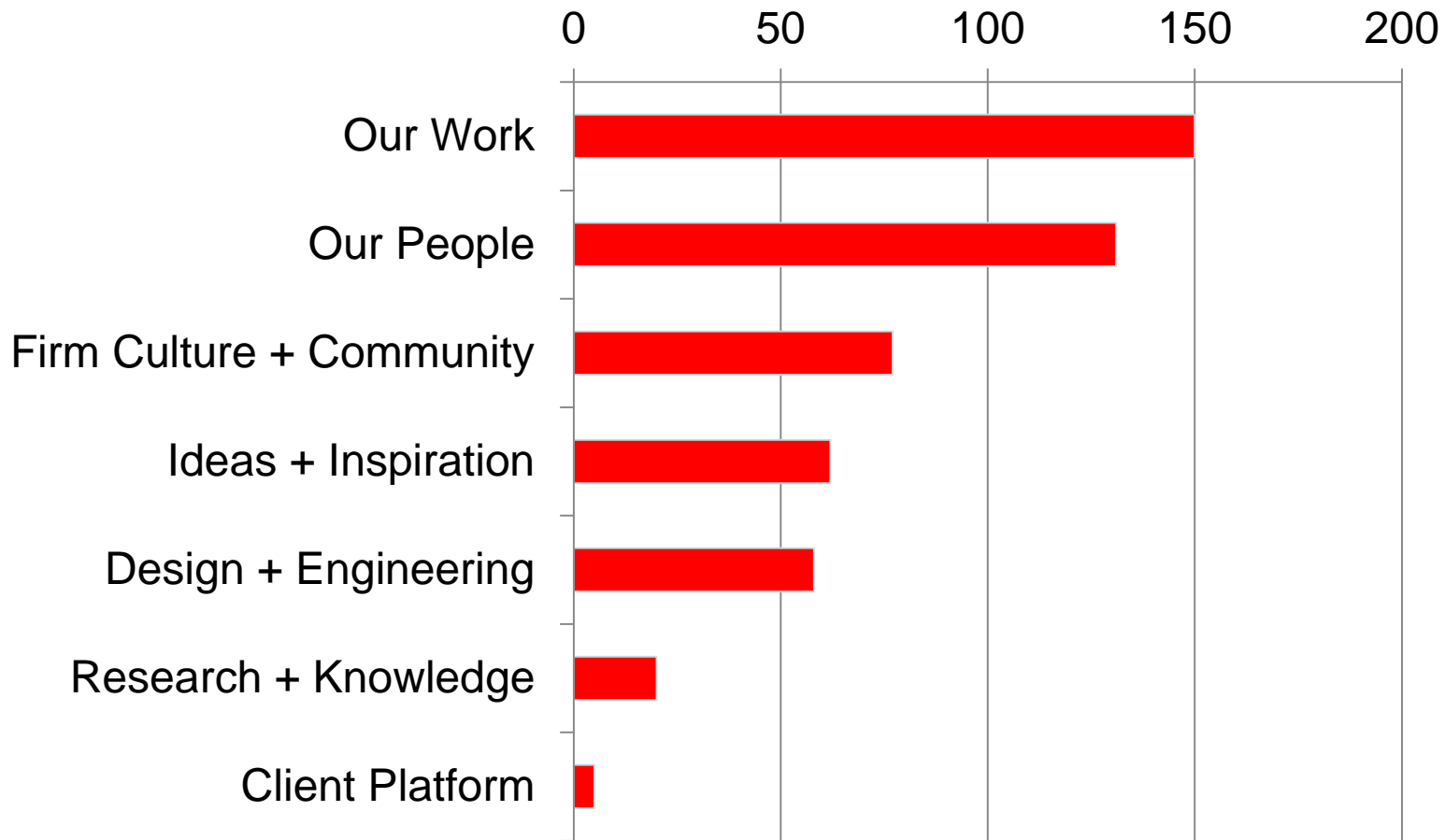


# Summary



# Summary

## Social Media Topics (Number of Firms)



# Top 10 Trends + Insights

1. “Grow Bigger Ears.”



# 1. “Grow Bigger Ears”



© Yvonne, Wilwick, FL via [Chris Brogan](#)



<http://www.chrisbrogan.com/grow-bigger-ears-in-10-minutes/>

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UP



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Check out our recent postings on the subject of capital project planning best practices - feel free to email me if you'd like a copy of our recent white paper "The Importance of Planning in a Down Economy"



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There is an old saying in the real estate business. - you can. 't' operate your way to success. " if you make a bad deal. The long term success of a project has everything to do with the initial deal. - If you bought real estat...

posted 1 day ago

Teresa Durkin 10 hours ago • I'd be interested in your paper. Thanks!

See all 5 comments



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Follow Jennifer

#### Call for Proposals - due April 4! - SCUP 2011 Southern Regional Conference Call Information "Surviving the Battle: Reshaping the Future"

This theme begs for proposals that demonstrate planning convergence—forging previous competing factions into a team, seeking funding from unique sources, designing singular projects that resolve multiple needs, creating a for-profit component in a non-profit institution, and ...

Integrated Planning in the Community College group | LinkedIn linkedin.com

SCUP's Integrated Planning in the Community College group is intended to provide professional discourse and connections for those with professional responsibility for planning in...

posted 7 hours ago

Terry Calhoun 7 hours ago • Terry likes this.

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Terry

So, here's what the jury observed in 2010: http://ht.ly/4icaA.

They're looking over this year's entries right now. What do you think their Observations and Themes might be in 2011?



Observations & Themes: 2010 SCUP Awards Program

oneness.scup.org

### Manager's Choice



Call for Proposals - due April 4! - SCUP 2011 Southern Regional Conference Call Information "Surviving the Battle: Reshaping the Future"

Jennifer Thompson

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### Updates: Last 7 Days



Brian Anderson started a discussion:  
CHALLENGE TRADITIONAL THINKING - Introduce LEAN and Value Stream Mapping to the design and construction of facilities  
2 hours ago • Like • Add comment



9 people have joined the group, including Alan Guerin, Deirdre Zarrillo and Michael Krywy  
2 hours ago



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### Top Influencers This Week



Sergio Aranda



Terry Calhoun



Jennifer Thompson



Sadie Wutka



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### Phone lines for residence halls?

At CU-Boulder we are considering eliminating land lines for phones. High-speed data would still be provided. The thought is that everyone now has a cell phone and VOIP is becoming a reality.

Any comments on successes or failures at other institutions would be appreciated.

29 days ago

Like Comment Follow Flag More

3 comments



Terry  
Stop Following

**Terry Calhoun** • Here's a link - <http://ht.ly/41TM2> - to a pertinent search of on line EDUCAUSE resources. I've found the EDUCAUSE Resource Library to be a very useful resource.

28 days ago



Follow Konrad

**Konrad Finck** • We're a small (2700 FTE) college. Previously we provided both a line and a phone to each dorm room. We quit providing phones a few years ago but still provide dial tone because the equipment currently in place allows us to do that at very little cost. We did add emergency land lines on each floor in the lounge area.

28 days ago



Follow Kevin

**Kevin Horn** • We have eliminated the land lines in all the dorm projects we have worked on. Students do not consider land lines as an acceptable option. They want the ability to be continually connected hence the choice of cell phones. Cell phones also provide the college a method of instant communications to students in case of an emergency.

28 days ago



Add a comment...

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### Updates: Last 7 Days



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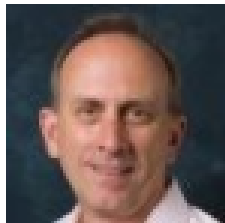


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27 days ago



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Manager's Choice

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Top Influencers This Week

Sergio Aranda

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Integrated Higher Ed Planning Solutions: How & Now • Washington, DC, July 23-27 - <http://ht.ly/4aayO> - #scup campus academic  
 8 hours ago



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## SCUP LINKS BLOG

BRING SCUP LINKS INTO YOUR INBOX WITH SCUP EMAIL NEWS!

SUNDAY, MARCH, 20, 2011

### How Do Smart Meters Make a University More Intelligent?

Enjoy this succinct, two-page summary of a concurrent session from SCUP's 2010 annual conference. You'll be reading a 50-page set of such summaries that until very recently were only available to SCUP members and others who attended SCUP-45 in 2010. We've left the page open for you to "How Do Smart Meters Make a University More Intelligent?" Just click on the image below.



As you read, imagine how difficult it will be this July to decide which of the many incredibly useful sessions you will attend **SCUP-46, Integrated Solutions: How & Now**, at National Harbor, Maryland, just outside of Washington, DC.

With the help of SmartSynch, the University of Mississippi (UM, or Ole Miss) has embarked on an ambitious energy-management pilot. SmartMeters transmit data on individual buildings' real-time energy consumption, providing analysis capability that is yielding granular understanding of buildings' efficiency levels and occupants' utilization habits. Social media is being used to disseminate the data transparently, engaging the campus community. Financial reward programs will drive deeper engagement and more behavior change. Dashboards will facilitate comparisons and analysis, with the insights leveraged to inform policy decisions and intelligent building design. The program's educational and societal value will be compounded when

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## SCUP LINKS BLOG

BRING SCUP LINKS INTO YOUR INBOX WITH SCUP EMAIL NEWS!

MONDAY, FEBRUARY, 21, 2011

### Are Libraries Doomed?

A couple of weeks ago, we posed a question about the allegedly impending death of academic libraries and suggested that SCUPers share their thoughts on the issue in SCUP's LinkedIn group. Several did. It was an interesting thread to watch. We summarize it here, and encourage further discussion. We think there's more to say.



**Summary, So Far, on 'Doomed' Libraries** - [join in the continuing discussion on LinkedIn](#)

**Chris Whitney** of URS Corporation, who was the chair of last fall's SCUP North Central regional conference in Cincinnati, shared the term he uses for where some libraries are headed: "Intellectual Recreation Centers":

These buildings are often campus icons as such will transform into what I call "Intellectual Recreation Centers." Sort of the Senate Buildings of Old Rome. where people will go to debate, reflect and expound on the topics of the day. We see this in adding conference rooms, access to equipment like projection systems and Internet based networking through video conferences. My guess is the next generation of human interaction on campus will anchor in these places. Though true much can be done from a laptop in a residence hall, face to face teamwork, will always have a value and need a place on the campus.

**Laurence Steel** of Denver City Restorations noted some of the negative impact the Internet has had on libraries, and then shared some of challenges he thinks campus libraries face in their future work to maintain relevance:

- Many libraries have lost the capacity to train students in effective library usage.
- Faculty members will not take their classes

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*ULI's mission is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.*

<http://www.uli.org>



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*CoreNet Global is the world's leading association for corporate real estate (CRE) and workplace professionals, service providers, and economic developers.*

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**AIA CAE**

**@aiacae** Washington, DC

*AIA Committee on Architecture for Education*

<http://network.aia.org>

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**SMPS National**

**@SMPSNational** Alexandria, VA

*Society for Marketing Professional Services: a community of marketers and business developers building profitable business relationships for A/E/C companies.*

<http://www.smeps.org>

# Top 10 Trends + Insights

1. “Grow Bigger Ears.”
2. Intranet as Social Media Training Wheels



# Step One - The Global Water Cooler



**Carl Lewis:** Hey Everyone. Please welcome Chris Knight to CP Architecture! I'll make sure and do a proper intro on the blog next week.

10:29 PM via Home | Comment | Like | Thread ▾



**Grace Cohen:** This is so on next Third Thursday.



**San Francisco | Lucky Strike**  
[www.bowlluckystrike.com](http://www.bowlluckystrike.com)

10:25 PM via Home | Comment | Like | Thread ▾



**Em Davisson** Am I going to have to school everyone...again?  
10:26 PM



**Dwayne Morgan** Bring it Em.  
10:27 PM



**Em Davisson:** Hey, who wants to go on the Marin Home Tours with me?



**American Institute of Architects San Francisco Chapter**  
[www.aia-sf.org](http://www.aia-sf.org)

10:21 PM via Home | Comment | Unlike | Thread ▾



**3 People** like this.



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**Carl Lewis** I'm in, and I can drive. Who want to ride in Subie?  
10:23 PM



**Grace Cohen** This was such a great event last year. I'm totally down.  
10:24 PM

# Step Two – Expertise and Insight



**Em Davisson** has created a new wiki page in the Research Library list:

 **Improving Nurse to Patient Time Ratio**

November 16 via Healthcare | Comment | Like | Thread ▾



**Em Davisson:** Great news! We just wrapped up the analysis on our 3rd Annual Benchmarking Survey of our Healthcare clients and prospects. I'll be sharing the findings over a series of GoToMeetings next month, but it is worth a look now. Two things stand out:

- 1) Continued interest in **#Planetree**.
- 2) More and more firms are interested in gathering client satisfaction data. Several are hiring analytics consultancies.

Other things jump out at you?

 **KA 2011 Benchmarking Survey.xlsx**

September 28 via Healthcare | Comment | Like | Thread ▾

 3 People like this.

 Show all 5 comments



**Em Davisson** I noticed that too! There is an opportunity here for us to learn why Oakland's projects doing so well and applying those learnings, if applicable, elsewhere. Does anyone want to take the lead for this as an **#innovation** project? October 25



**Carl Lewis** Em - just getting around to reading this now. Great stuff. I'd love to see a section on on-site energy generation. Do you have a sense of how many folks are doing that? 10:33 PM



**Em Davisson:** Kaiser has opened the Center for Total Health in Washington DC. You can watch the video below and/or read more about it here [xnet.kp.org/.../040511kpcth.html](http://xnet.kp.org/.../040511kpcth.html).

From the press release:

"Sharing best practices, telling stories of innovation through voices of patients, community members and clinicians, and creating new venues to learn from others and collaborate, Kaiser Permanente is continuing to improve the health of its members and the c

**Introducing the Kaiser Permanente Center for Total Health**



# Step Three – BD and Project Collaboration



**Carl Lewis** @ Lagunitas Building Company: I just had lunch with Julie Long at Lagunitas. She told me that they want to reno their Petaluma HQ. Let's go get it.

10:39 PM via Relationships | Comment | Like | Thread ▾



**Em Davisson** Nice! Looking forward to lunches at the Brewery. Seriously though...I worked on the existing campus when I was over at PDT. Let me know if I can help...

10:41 PM



**Carl Lewis** Cheers Em. I have an interview next week. Let's chat tomorrow.

10:42 PM



**Grace Cohen** @ Temescal Hospital: We just pinned up 50% SDs in the Yellow Conference Room. #AnotherLateNight

10:44 PM via Projects | Comment | Unlike | Thread ▾



**Em Davisson** likes this.



**Em Davisson** I'm here late too. Checked out the renderings. Those are hot! Who did them? Oh, and the lobby looks halfway decent. ;)

10:47 PM



# Top 10 Trends + Insights

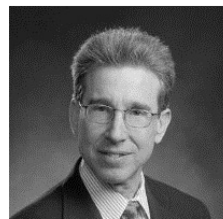
1. “Grow Bigger Ears.”
2. Intranet as Social Media Training Wheels
3. Intranet Farm Leagues



## Blog

Author: KA Connect

### James Kent on Boiling Up Social Media and Web Content via Thornton Tomasetti's Intranet



*This interview with **James Kent**, Chief Marketing & Communications Officer at Thornton Tomasetti, a leader in engineering design, investigation and analysis serving clients worldwide on projects of all sizes and complexity, was conducted and condensed by **Christopher Parsons**.*

**Christopher Parsons:** I've looked at hundreds of architecture and engineering intranets over the last year and a half. I've never seen this much content. This is really exceptional.

**James Kent:** Thank you. Our intranet is divided into two broad areas: links to firm-wide resources and what journalists would call "the news hole," that is, various kinds of editorial content. The news hole is divided into four kinds of content: We have a lead feature story front and center, with a big image; below that we have three news stories with smaller thumbnail images; below those we have four elements you might call "departments" and in the right rail are very short, newsy items, including an "image of the week," which employees across the firm submit. We update the site once a week, unless there is something really urgent, which goes up right away.

The feature is usually the longest, most important, and most timely element. News stories generally run shorter. We have five "departments:" *Sustainability* features anything related to our green efforts; *Tech Talk* is the most technical engineering element, like mini-seminars; *Project Spotlights* generally feature two key projects per week in 200 words or less; *Media Mentions* is what others are saying about us in the press and on blogs, etc., and *Talks & Papers* is presentations we have made or papers published. Nearly all the editorial content is generated by one editor, with help from another part-time writer, so it comes from 1.5 writers.

SEARCH

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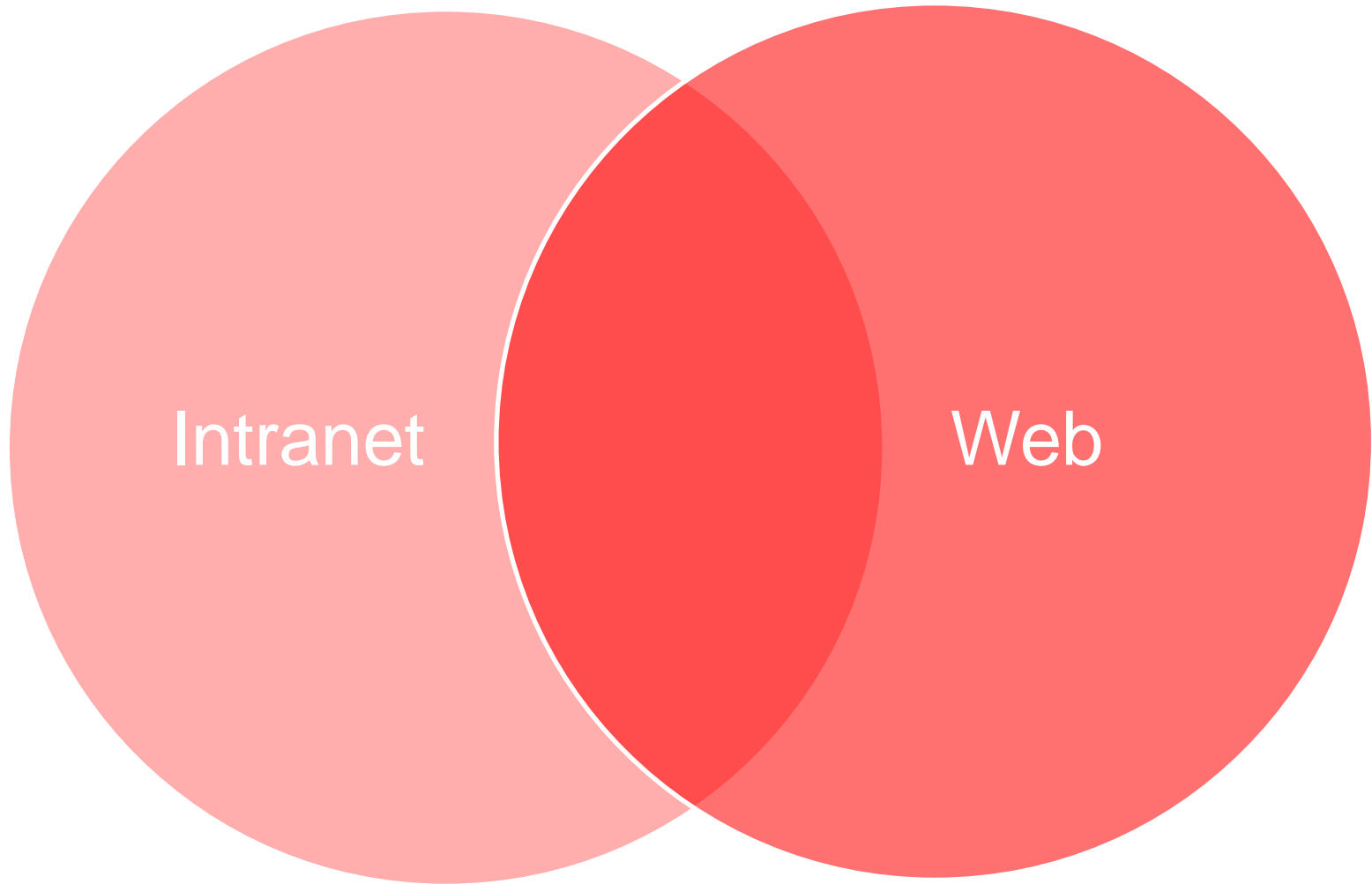
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Alex Serriere on Research and Development at TEECOM Design Group  
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8 New Videos from KA Connect:  
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Chris Pinckney on Innovation and the IT Leader  
Larry Rocha of WATG on Moving from Building Design to Product Design

### 3. Intranet Farm Leagues



# Top 10 Trends + Insights

1. “Grow Bigger Ears.”
2. Intranet as Social Media Training Wheels
3. Intranet Farm Leagues
4. Corporate Memory



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The BUILDblog is a discussion of modern design from the Northwest.

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- Why Design-Build is so Good

#### THEMES

- Architectures
- Book Reports
- BUILD Behind the Scenes
- BUILD Out in the World
- Cabinet Shop
- Heroes
- On the Radar
- Raising the Bar
- Scapes
- Technical
- The Modern List
- Thoughts
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MARCH 20TH, 2012

4 RESPONSES

### 10 Items To Wrap Up A Project



Wrapping up a project typically involves quite a few variables, some less apparent than others. Along with the various trades attempting to finish up in harmony with one another, there are a variety of additional items to check off the list. These items may not fall under any one trade in particular, and end up as task items for the construction manager to cover (depending on how the project is structured). Regardless of who's accountable for these items on the tail end of a project, they need to get done. Here are our top 10 checklist items for wrapping up a residential project.

**1. Don't let the clients move in until the project is D.F.C.** While it may be tempting for the owners to move into their new or remodeled home with only a few items still on the To-Be-Completed List, it's just not worth it for anyone (including the owners). If move-in happens before a project is D.F.C. (Done, Finished, and Complete), it just makes everyone's job that much more difficult. The risk of damaging furnishings increases and it simply adds more variables that stretch out the completion timeline. Likewise, owners will be able to enjoy their house in greater measure when they don't have a few trades still wrapping up their business. There will inevitably be additional punchlist items to address when the owners move in, but the idea is to complete the project and then address only minor items to minimize the impact to the clients as they settle in their new home.

[Read more »](#)

 **Technical**

MARCH 16TH, 2012

6 RESPONSES

### The Modern Front Door



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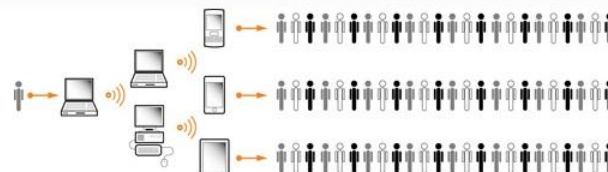
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AUGUST 5TH, 2011  
By BUILD LLC

## Social Media for architects and designers



Here at the BUILD World Headquarters we like to stay on top of social media, or if nothing else, we like to give the impression that we're not being passed up by it. Most architects and designers know that you meet a fare share of clients by showing up to the right cocktail parties, and social media is no different. You can't make the connection if you're not there; whether it's at the soiree over martinis or on twitter over a 140 character discussion about Pacific Northwest Modernism. On top of that, social media tends to be synergistic in that press brings more press. So we're big fans. In addition to being proponents of social media, we're also keen on being communicative and transparent –so today's post outlines the BUILD LLC social media strategy, or if we may be so bold: social media for architects and designers.

### THE WEBSITE

This is not new technology anymore. In the architecture industry there is absolutely no excuse not to have an inspiring website complete with nice big images and an interface that's easy to navigate. An architecture website should be updated on a regular basis with fresh material to let your audience know that you're up to things. We use [liveBooks](#) for our [BUILD LLC](#) and [SPD](#) websites and we highly recommend their [templates](#).



### THE BLOG

The benefits of keeping a [design blog](#) continue to grow. It's a great way to connect with the design community and share knowledge; at the same time we learn a tremendous amount from our readers that take the time to comment. The blog allows us to play an active role in evolving the profession; bringing a "rising tide raises all boats" attitude to the veiled and guarded discipline of architecture. The BUILDblog has also become our memory; with over 400 posts and counting, we've got a backlog of project specifications, cool modern places around the world, and all the other stuff that inspires us. Oh, and we



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MARCH 13TH, 2012  
By BUILD LLC

### BUILD at Taliesen West



[Image Credit: BUILD LLC]

Here at BUILD, we're big proponents of being generalists and gaining hands-on experience wherever we can get it. It's been a theme we've returned to time and again and have recently found another inspiration for doing so. The fine folks at [Taliessin West](#) offered to host us for a couple of days and we jumped at the opportunity. We were given a warm introduction by Aris, a member of Taliessin's faculty, and stayed on campus in the former home of Frank Lloyd Wright's daughter.



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FEBRUARY 28TH, 2012  
By BUILD LLC

## BUILD Status Report



Whew, what a busy new year it's been. We're coming up for air and we can't imagine a better opportunity to share what we've been up to so far in 2012.

#### ARCHITECTING

Design is wrapping up on the [Beaux Arts House](#) and we're submitting for permit soon. The modern home reuses an existing foundation and is set within a forested landscape. Stay tuned for some serious coverage on this one.



[Image Credit: BUILD LLC]

A couple of commercial T.I.'s completed recently – a small phase for [CreativeLIVE](#) and a new location for [Society Consulting](#). Stay tuned for the next phase of CreativeLIVE's [expansion](#) this late winter.





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JANUARY 20TH, 2012  
By BUILD LLC

## The Value of Handmade Models



We recently interviewed [Will Bruder](#) for the spring issue of Arcade Magazine. In addition to being a master architect, Bruder is acutely insightful and the discussion was full of wisdom that you'll be able to read all about in the next issue of [Arcade](#). In speaking about academics and the learning process of an architect, Bruder said something that really hit home. Here's a teaser:

**BUILD:** As a self-trained architect and a teacher, you bring a fresh perspective to the nature of academics; are architecture schools preparing students to be good architects?

**Will Bruder:** It's challenging to teach architecture in such a way that students capture the spirit of understanding. We're so fascinated with the machine and the software that it's often at the expense of the intellectual tools. Once you're in line at the laser-cutter, so much of the design is already lost.

“Once you're in line at the laser-cutter, so much of the design is already lost.

KA-POW! Only a master architect can throw down like that. Only an architect with 40+ years of experience can deliver a zinger of that caliber. It really got us thinking. And if you're a student of architecture (young or old, in school or practicing) it should get your gears spinning too.



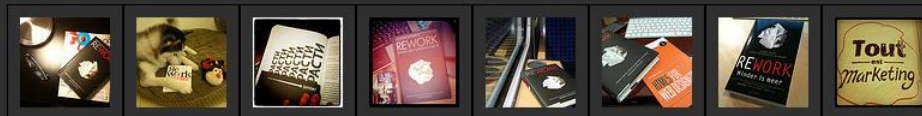
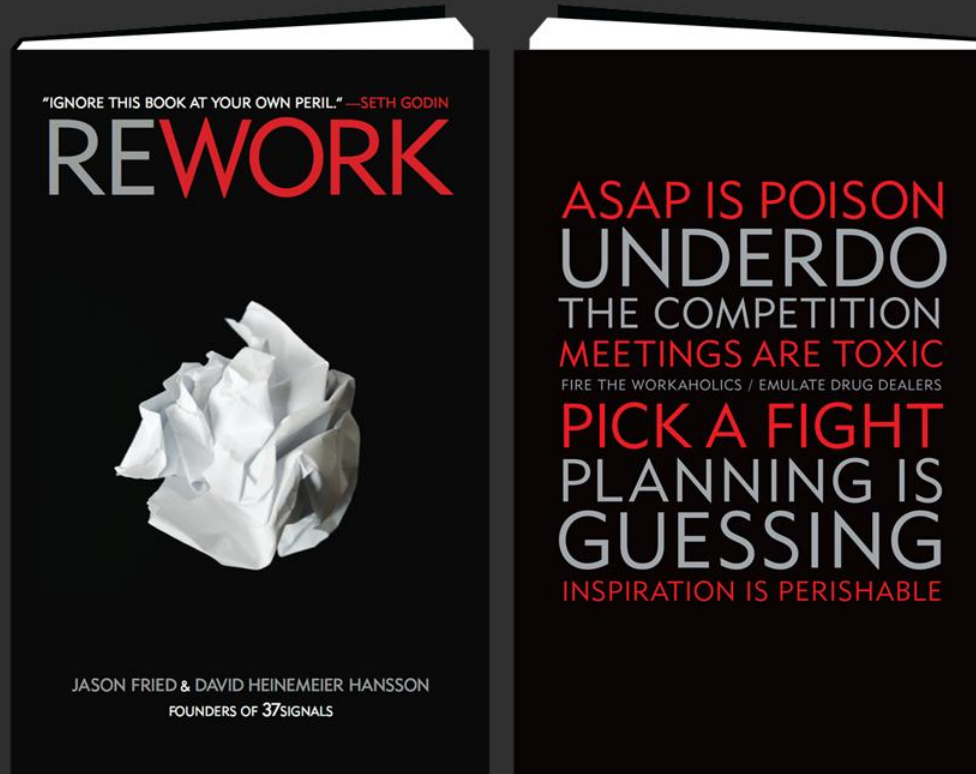
# Top 10 Trends + Insights

1. “Grow Bigger Ears.”
2. Intranet as Social Media Training Wheels
3. Intranet Farm Leagues
4. Corporate Memory
5. "Sell Your By-Products"



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The logo features a large, stylized letter 'S' composed of two interlocking organic shapes, one orange and one dark grey. The text 'TheThirdTeacher' is centered over the 'S', with 'The' and 'Teacher' in white and 'Third' in orange.

TheThirdTeacher

visit [thethirdteacher.com](http://thethirdteacher.com)

A photograph of a newspaper clipping placed on a light-colored wooden floor. The clipping is a dark, rectangular piece of paper with white text. The text is a headline about environmental education.

United in the conviction  
that environment is our  
children's third teacher,  
we can begin anew a  
vital mission: designing  
today's schools for  
tomorrow's world.

Welcome to a collaborative  
exploration of ways design can  
transform teaching and learning



Cannon Design, VS, Bruce Mau Design © 2012



## 79 ideas for using design to transform teaching and learning

### BASIC NEEDS

1. Everyone can be a designer
2. Do no harm
3. Cherish children's spaces
4. Put safety before study
5. Think Small
6. Assign the solution
7. Make janitors guardians
8. Design for speech and hearing
9. Let the sunshine in
10. Shuffle the deck

### MINDS AT WORK

11. Make it new
12. Support great teachers
13. Build neural networks
14. Multiply intelligences
15. Display learning
16. Emulate museums
17. Form follows function
18. Unite the disciplines
19. Bring the outside in

### BODIES IN MOTION

20. Make peace with fidgeting
21. Decide on dynamic
22. Swivel to attention
23. Make classrooms agile
24. Respect fitness facilities
25. Take the "ground" out of "playground"
26. Promote healthy play
27. Naturalize play spaces
28. Scale the wall
29. Free choice

### COMMUNITY CONNECTIONS

30. Build close to home
31. Let your grassroots show
32. Build for change
33. Move in together
34. Imagine like a child
35. Consult widely and early
36. Roll up your sleeves
37. Blaze the way
38. Make them proud
39. Be a good neighbor
40. Build a nest

### SUSTAINABLE SCHOOLS

41. Leapfrog LEED
42. Reveal how stuff works
43. Get eco-educated
44. Highlight the site
45. Attract like minds
46. Let students lead
47. Rally the results
48. Do your homework
49. Get out of the city
50. Slow the pace

## Order a copy of The Third Teacher book

### REALM OF THE SENSES

51. Make caterers caretakers
52. Spend now, save later
53. Grow your own
54. Think hands-on
55. Trigger the senses
56. Design in multiple dimensions
57. Paint by function
58. Define the learning landscape
59. Slip off your shoes
60. Open the doors

### LEARNING FOR ALL

61. Adopt a young mentor
62. Put the fun in fundamentals
63. Design with words
64. Recruit difference
65. Get accessibility aware
66. Break down social barriers
67. Make it feel good
68. Take it to the top
69. Domesticate classrooms
70. Create a movement

## Start exploring the 8 chapters now

### REWIRED LEARNING

71. Consult with kids
72. Put theory into practice
73. Expand virtually
74. Embrace purpose
75. Plan for the unknown
76. Unleash learning
77. Bridge the digital divide
78. Dream big and be brave
79. Add to this list

## BASIC NEEDS

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## BODIES IN MOTION

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*I am entirely certain that 20 years from now we will look back at education as it is practiced in most schools today and wonder how we could have tolerated anything so primitive.*

-John W. Gardner

John William Gardner, secretary of Health, Education, and Welfare under U.S. president Lyndon Johnson, wrote those words in *No Easy Victories*, his 1968 book on the challenges of social reform. His word for the schools of his day—"primitive"—was a daring one to throw out at a time when progress seemed unstoppable. However, in Gardner's America not only the education system but the schools themselves had become victims, rather than beneficiaries, of postwar prosperity. The baby boom had impelled mass production of huge new school buildings, constructed using low-cost building products, synthetic compounds created during the war, and standardized, mechanized systems.

We now know the hazards of many of those postwar materials and methods—the formaldehyde-soaked carpeting, the mercury-treated drywall, the sealed windows and noisy ventilation—but millions of school buildings containing those toxins and irritants are still in use, and children are expected to learn in aging structures that were never very safe or sound in the first place. "Primitive" remains the best word to describe many of today's learning environments.

We start with an examination of the basic needs of the child and the basic requirements of the child's learning environment because, unless those environments are safe and clean, it will be a challenge to achieve any learning and teaching that is itself more than primitive. Experts in child development and authorities on health and safety join teachers and designers in a heartfelt and fact-based plea for learning environments that address the fundamental necessities of life.

## RESOURCES

[www.epa.gov/iaq/schooldesign](http://www.epa.gov/iaq/schooldesign)

This is a glossary and resource for creating healthy schools.

[www.greenguard.org](http://www.greenguard.org)

The Greenguard Certification Program is an industry-independent, third-party testing program for low-emitting products and materials. Contains an online list whose products have met indoor air quality standards.

[www.healthyschoolscampaign.org](http://www.healthyschoolscampaign.org)

This site advocates for policies and practices that allow all students, teachers and staff to learn and work in a healthy school environment.

[www.quietclassrooms.org](http://www.quietclassrooms.org)

This is an alliance of non-profit organizations working to create better learning environments in schools by reducing noise.

The Third Teacher began as a research project, became a book, functions as a design tool, and serves as the impetus for an emerging group within the architecture firm, [Cannon Design](#) and a global network of innovative thought leaders.

#### A TEAM



Trung Le - Architect

Trung Le is a pioneer of Cannon Design's education practice and has an incessant passion for learning. Le is widely recognized as an advocate for incorporating multiple intelligences and learning styles in the design of education environments. As the lead designer for Cannon Design's education group, he creates spaces that encourage inquiry and imagination and offer students a sense of what it means to be a part of a global community.



Christian Long - Educator

Christian founded Be Playful, a collaborative global design agency focused on the intersection between school planning/design, emerging technology, professional development, and future trending. Additionally, he founded Prototype, a national design program empowering young people to solve real problems in real communities, and co-founded Reimagine:Ed, a national series of initiatives exploring the future of learning.



Sarah Malin - Anthropologist

Sarah Malin provides The Third Teacher team an attention to the implicit values that drive a community and a keen ability to synthesize and articulate findings. With a background in Anthropology from Northwestern University, she researched identity negotiation in Morocco's urban centers and ran student organizations that empowered students to engage in social justice and international development issues. Following academia, she applied her ethnographic skills to first communications consulting and then design strategy via Design for America.





## The Third Teacher

@TheThirdTeacher

A multidisciplinary group within Cannon Design that develops strategies for transforming education and instills them into the physical environment

Chicago, IL · <http://www.thethirdteacher.com>

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### Tweets



**The Third Teacher** @TheThirdTeacher 20 Mar  
RT @edtalks: @ChristianLong asks us 'Are we asking the right questions?' in this EDTalk recorded at #lats12 [edtalks.org/video/christia...](http://edtalks.org/video/christia...)



**The Third Teacher** @TheThirdTeacher 16 Mar  
College students from around US coming together tonight to "redesign future of higher education" w/ us (and or @DesignForAmerica friends).



**The Third Teacher** @TheThirdTeacher 16 Mar  
Thrilled to be co-running "Redesign Future of Higher Ed" student summit in Chicago this w'nd w/ @DesignForAmerica & A Better World By Design



**Christian Long** @ChristianLong 8 Mar  
An extraordinary night at our latest TTT+ Salon w/ remarkable thinkers / doers in Phoenix. Honored to have h [instagr.am/p/H8l3ldKPfP/](http://instagr.am/p/H8l3ldKPfP/)  
Retweeted by The Third Teacher  
[View photo](#)



**The Third Teacher** @TheThirdTeacher 6 Mar  
Via @MindShiftKQED: Students Demand the Right to Use Technology in Schools | [ow.ly/9uhdu](http://ow.ly/9uhdu)



**The Third Teacher** @TheThirdTeacher 5 Mar  
"Interpreting problems by excluding possibilities based on past experience leads the thinker astray" [ow.ly/9svDO](http://ow.ly/9svDO) via...



**The Third Teacher** @TheThirdTeacher 5 Mar  
RT @bigideasedu: Science Suggests That Wacky Office Designs Really Do Increase Creativity [fastcodesign.com/1669133/scienc...](http://fastcodesign.com/1669133/scienc...)



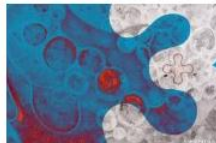
**The Third Teacher** @TheThirdTeacher 2 Mar  
RT @sarahcmalin: Excited to see how "The Power of Habit" [ow.ly/9pGG6](http://ow.ly/9pGG6) applies to arch/design (Brooks' review: [ow.ly/9pGHN](http://ow.ly/9pGHN))  
[View media](#)



**Jason Ramsden** @raventech 1 Mar  
NEW POST -> #NAISAC12 Design Thinking & Schools - A pre-conference workshop with @Deacs84 and @ChristianLong [ow.ly/9oleN](http://ow.ly/9oleN) #isedchat  
Retweeted by The Third Teacher



**The Third Teacher** @TheThirdTeacher 29 Feb  
If anyone would be up for "future of learning" meets "school design" tweet-up at #naisac12 this afternoon, come join us at Taphouse at 5:30.



## Wall

- Info
- Photos
- Notes

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Design Makes C...



AEC Idea Exchan...



The New Media ...



UX for Good



Andy Borowitz

## The Third Teacher

Like

Product/Service



## Wall

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Write something...



## The Third Teacher

Just released 6min interview of one of our teammates after he keynoted Learning@School 2012, the national education conference in New Zealand in late January.

**Christian Long: Are we asking the right questions? | edtalks.org**  
edtalks.org

Christian Long (@christianlong), educator, designer, school planner and futurist, talks at Learning@School12 about the questions that transcend technology, architecture, or resource decisions. He asks us what does it mean to think and learn in the future? Do we have something extraordinary to go aft...

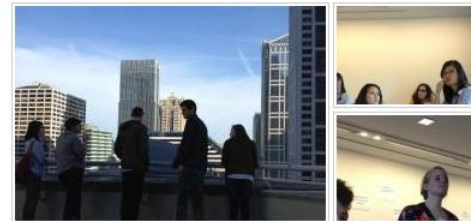
Like · Comment · Share · Yesterday at 7:57pm ·

Maria McKenna and 2 others like this.

Write a comment...



The Third Teacher added 8 new photos to the album Untitled Album.



Like · Comment · Share · Sunday at 4:08pm ·

Allan Milbradt likes this.



**The Third Teacher** Design thinkers from Design for American came together with design thinkers from A Better World by Design, from University of Oregon, from Cornell, Columbia, collided with The Third Teacher Plus of Cannon Design to re-imagine the future of higher education. Game changing ideas!

Sunday at 4:18pm · Like · 1

Write a comment...



## The Third Teacher

Congrats to Ethan Bodnar, one of our college student teammates for this weekend's "Design the Future of Higher Education" Student Summit here in Chicago. He just launched a really striking "toolkit for teachers" as part of his senior thesis at the University of Hartford this semester. We think it has tremendous potential to inspire remarkable things in the K12 classroom and beyond. Check it out. And tell us what you think.



**SPARK – Creativity and Curiosity**  
[www.spark-creativity.com](http://www.spark-creativity.com)

Like · Comment · Share · March 16 at 9:33pm ·

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**Dwell**

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## 5. “Sell Your By-Products”

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# Top 10 Trends + Insights

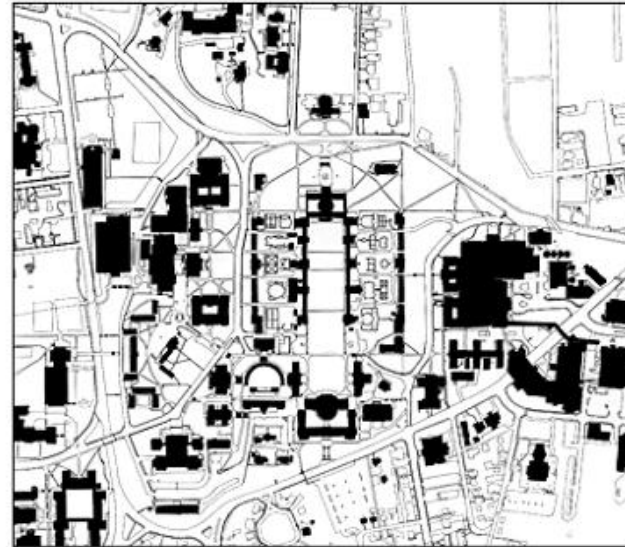
1. “Grow Bigger Ears.”
2. Intranet as Social Media Training Wheels
3. Intranet Farm Leagues
4. Corporate Memory
5. "Sell Your By-Products"
6. Crowdsourcing



# 6. Crowdsourcing



Jim Wheeler  
President,  
Ayers Saint Gross



## UNIVERSITY OF VIRGINIA

Charlottesville, Virginia (Founded 1819)

POPULATION : Undergraduate — 12,440

Graduate — 4,110 Total Student Population — 18,463

Faculty — 1,817 Staff — 3,978

Total Campus Population — 24,258

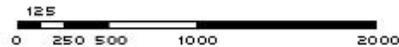
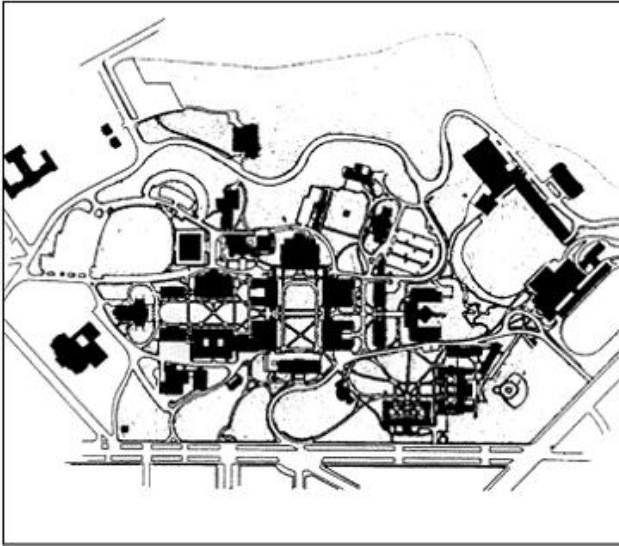
ON-CAMPUS HOUSING : Undergrad — 5,971

Graduate/Married — 573 Faculty — 110

LAND USE : Buildings — 11,419,979 gsf

Land — 1,809 acres Parking — 14,120 spaces

## 6. Crowdsourcing



### THE JOHNS HOPKINS UNIVERSITY

Baltimore, Maryland (Founded 1876)

POPULATION : Undergraduate — 3,743

Graduate — 1,384 Total Student Population — 5,127

Faculty — 445 Staff — 6,000

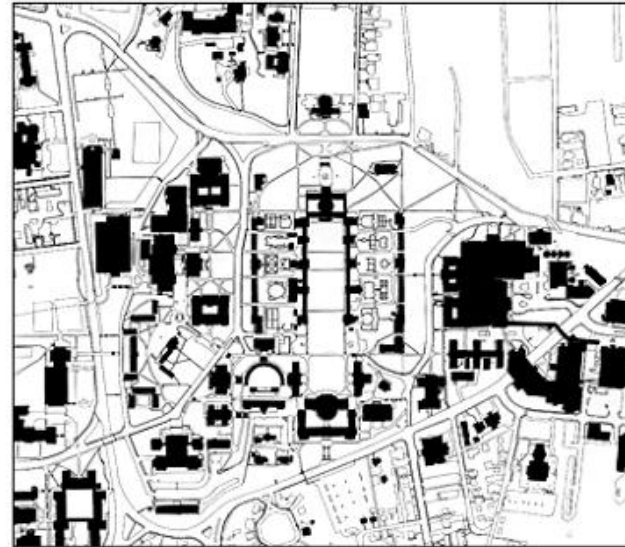
Total Campus Population — 11,527

ON-CAMPUS HOUSING : Undergrad — 2,112

Graduate/Married — 0 Faculty — 0

LAND USE : Buildings — 5,790,000 gsf

Land — 140 acres Parking — 1,825 spaces



### UNIVERSITY OF VIRGINIA

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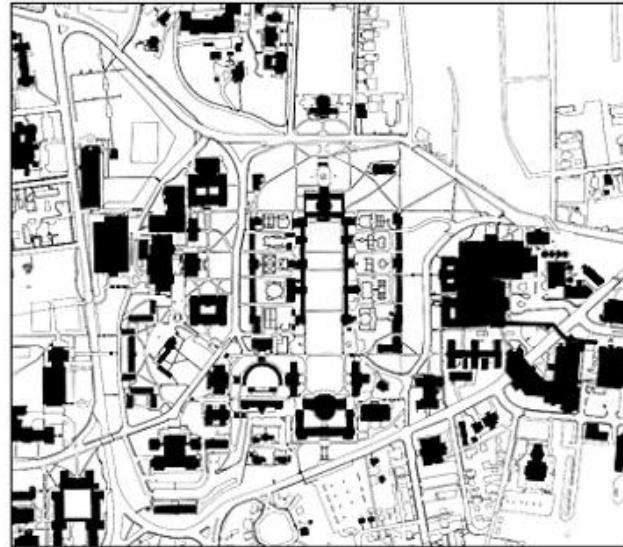
# 6. Crowdsourcing



## Comparing Campuses



Jim Wheeler  
President,  
Ayers Saint Gross



### UNIVERSITY OF VIRGINIA

Charlottesville, Virginia (Founded 1819)

POPULATION : Undergraduate — 12,440

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LAND USE : Buildings — 11,419,979 gsf

Land — 1,809 acres Parking — 14,120 spaces



**EMORY UNIVERSITY**  
Atlanta, Georgia (Founded 1836)  
Population: Undergraduate — 6,316  
Graduate — 5,037 Total Student Population — 11,353  
Faculty — 2,500 Staff — 12,360  
Total Campus Population — 26,644  
On-campus housing: Undergrad — 3,000  
Graduate/Resident — 500 Faculty — 5  
Land use: Buildings — 7,400,000 sq ft  
Land — 631 acres Parking — 12,000 spaces

POSTED IN [ASG Publications](#), [Campus Planning](#), [Case Studies](#), [College & University](#)

## Comparing Campuses

JULY 8TH, 2007 | [Comment \(5\)](#)

Planning spaces for productive human interaction and intellectual pursuit generates valuable information. For several years, Ayers Saint Gross has condensed data into comparisons of campuses, public squares, college towns, and tech parks. These comparisons are available for easy access by organizations and individuals.

[VIEW COLLECTION OF CAMPUS PLANS](#)

To receive the poster versions of these studies, or to be included in future editions, email [Jim Wheeler](#).

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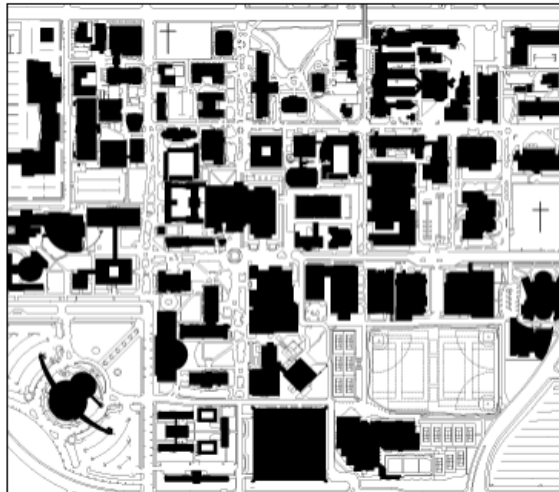
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### ARIZONA STATE UNIVERSITY

Tempe, Arizona (Founded 1885)

POPULATION : Undergraduate — 31,929

Graduate — 7,725 Total Student Population— 39,654

Faculty — 1,782 Staff — 4,468

Total Campus Population — 45,874

ON-CAMPUS HOUSING : Undergrad — 4,128

Graduate/Married — 0 Faculty — 0

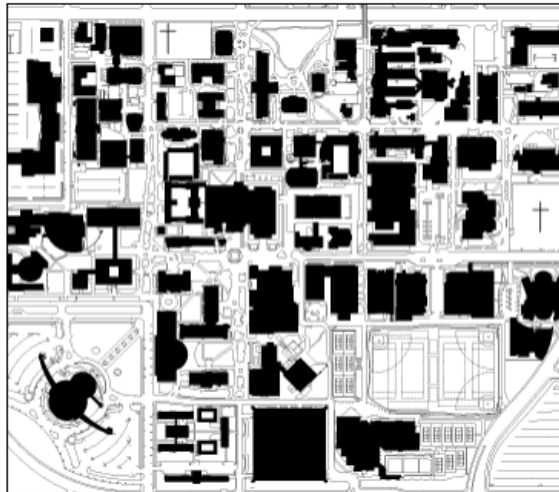
LAND USE : Buildings — 8,039,000 gsf

Land — 716 acres Parking — 18,000 spaces

### Comparing Campuses

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#### ARIZONA STATE UNIVERSITY

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Graduate/Married — 0 Faculty — 0

LAND USE : Buildings — 8,039,000 gsf

Land — 716 acres Parking — 18,000 spaces

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#### WAKE FOREST UNIVERSITY - REYNOLDA CAMPUS

Winston-Salem, North Carolina (Founded 1834)

POPULATION : Undergraduate — 4,037

Graduate — 2,407 Total Student Population — 6,444

Faculty — 443 Staff — 1,236

Total Campus Population — 8,123

ON-CAMPUS HOUSING : Undergraduate — 3,019

Married — 0 Faculty — 72

LAND USE : Buildings — 2,676,490 gsf

Land — 320 acres Parking — 4,418 spaces

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POSTED IN [ASG Publications](#), [Campus Planning](#)

## An Interactive Resource for Campus Design

FEBRUARY 2ND, 2011 | [Comment \(2\)](#)

In studying the most memorable campuses in the world it is clear that each place has its own unique spirit and character. At the same time, it can be argued that great campuses share three common traits:

- > They are well connected, with elegantly designed circulation that favors the pedestrian.
- > They are compact, with buildings organized close to one another.
- > They are coherent in creating the feeling that the whole is greater than the sum of its parts.

A successful campus plan can guide improved connections and can help develop a more compact and efficient campus by defining the placement of buildings, roads and paths. However, for a campus to be coherent, it typically relies on a kit of parts of pathways, gateways, benches, etc. to define character and tone.

To assist our clients in the development of plans for new and existing campuses, we have chronicled a collection of elements called "a campus kit of parts."

We encourage feedback on the specific design shown in each image: Do you think the element adds or detracts from the surroundings? How do you rate its aesthetic appeal and functionality?

We hope that you enjoy our collection and look forward to receiving your comments.

[EXPLORE CAMPUS KIT OF PARTS](#)

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# CAMPUS KIT OF PARTS

A RESEARCH PROJECT BY  
AYERS SAINT GROSS

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Amphitheaters



Bike Racks



Bollards



Fountains

## An Interactive Resource for Campus Design

In studying the most memorable campuses in the world it is clear that each place has its own unique spirit and character. At the same time, it can be argued that great campuses share three common traits:

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We hope that you enjoy our collection and look forward to receiving your comments.



Gates



Lighting



Pathways



Plantings



Plazas



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Recreational Fields



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OR REGISTER

MY FAVORITES

UPLOAD A PHOTO

HIDE TOOL BAR



# CAMPUS KIT OF PARTS

A RESEARCH PROJECT BY  
AYERS SAINT GROSS

SHARE

HOME > PATHWAYS



## Pathways

Pathways help navigate people throughout the campus. The hierarchy of pathways can be bolstered by different sizes and materials.

We encourage comments on the pathways shown in each image. Do you think they add or detract from the surroundings? Would you ever use that style on your campus or in your design guidelines?

We also would like more details for each pathway – do you know the designer? Do you know what materials were used?

Please rate each image based upon the overall quality of the pathway, including its paving pattern and aesthetic appeal.

LOG IN  
OR REGISTER

MY FAVORITES

UPLOAD A PHOTO

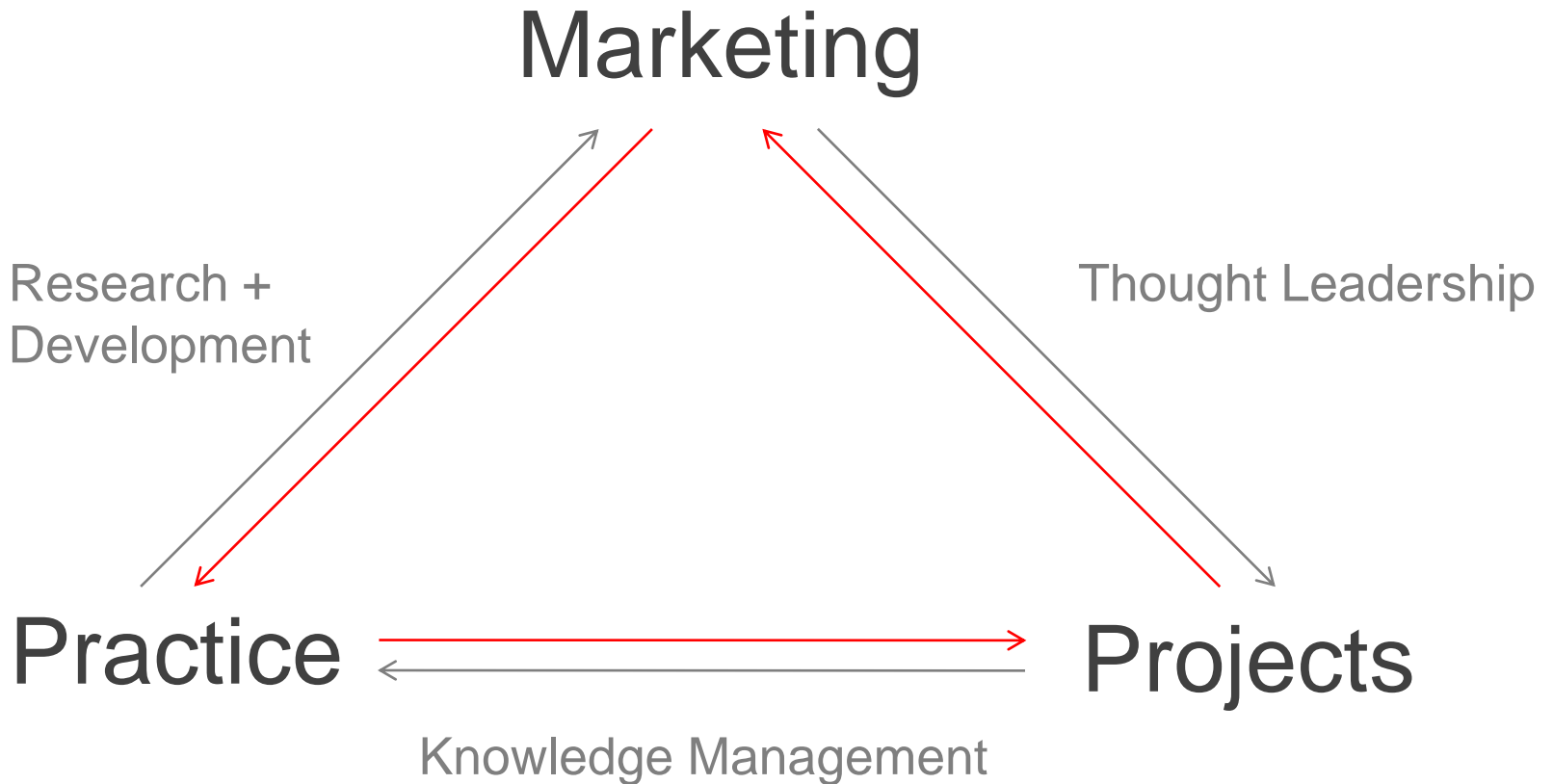
HIDE TOOL BAR



Is this just  
marketing?



# The Connected Practice





Author: Christopher Parsons

## How much does social media cost?

Q1: "How much does social media cost?"

Q2: "What's the ROI of social media?"

A1 : "I don't know."

A2: "I don't care."

I'm being glib. Let me explain my answers in more detail.

I presented **preliminary findings** from our research into the web, social media, and R&D activities of over 500 of the largest architecture and engineering firms in North America to the AIA CEO Large Firm Roundtable last week. During the question and answer session, one of the CEOs (whose firm participates very lightly in social media) asked about the costs and benefits of social media programs.

Here's an abbreviated version of my answer:

"I don't believe that firms should have a standalone social media program. Social media activities should be integrated into larger strategies for the firm, including thought leadership, research and development, recruiting and retention, and knowledge sharing. In addition, social media (or digital) activities should complement your face to face (or analog) activities such as speaking at conferences or running client workshops.

For example, if I develop a presentation based on research that our company conducted using both analog and digital methods, travel around the country giving the presentation, return home, carve the presentation up into a series of blog posts, share them via LinkedIn, Twitter, and Facebook, and then give an interview to an industry journalist about our findings — is that social media spending? If so, which part? How would I begin to separate out the costs and attribute them directly to social media? Or perhaps more to the point, how would I attribute revenue to the social media component of those efforts?"

I suppose we could review our client list, identify which clients (to the best of our knowledge) learned about us through our social media efforts, sum up their fees to date, and apply a sort of "social media finder's fee" to them to determine the value of our program. Yet that would be ignoring the fact that we still had to close them once we began talking about our software and services, that our ideas had to be interesting, our products had to be compelling, and because our business depends on repeat clients, we have to keep innovating as well as providing outstanding service.

I know on a deeply intuitive level that social media provides a huge benefit for our firm, because I can see and feel it working firsthand."

At that point Phil Harrison of Perkins+Will chimed in:

"Trying to answer the question 'how much does social media cost?' is like trying to answer the question 'how much does

> SEARCH



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Founder and CEO

New Year. New Intranet.

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3. Intranet Farm Leagues
4. Corporate Memory
5. "Sell Your By-Products"
6. Crowdsourcing
7. R&D: The Ultimate Recruiting Tool?





## Tobin Center for the Performing Arts – Introduction

Since 2009, LMN has been working on the design of the Tobin Center for the Performing Arts (previously San Antonio's Municipal Auditorium), which is getting ready to move into construction. In the coming weeks we'll be publishing a series of posts unpacking some of the pieces of the project that LMNts was involved with. This introduction post will provide some information about the project's background and context.

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### POSTS

## Tobin Center for the Performing Arts – Introduction

by [scrawford](#) and [mallert](#)

Since 2009, LMN has been working on the design of the 1,750 seat Tobin Center for the Performing Arts (previously San Antonio's Municipal Auditorium), which is currently under construction. In the coming weeks we'll be publishing a series of posts unpacking some of the pieces of the project that LMNts was involved in, similar to our posts on the Cleveland Medical Mart ([intro](#), [1](#), [2](#), [3](#), [4](#), [5](#)). Alright, now for some context...

Nearly 100 years ago when San Antonio's Municipal Auditorium was first built, it was among the city's first major civic structures. Over the last century, the city has experienced a significant evolution – both in terms of urban development and the cultural arts. The city recognized the need to respond to that evolution with a new performing arts center that is evocative of its new urban condition and community significance.



The city's goals for the Tobin Center for the Performing Arts is to create a world-class home for the

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## Grasshopper Canvas with Kinect Interaction: Part 1

by [Viswa](#), [dbelcher](#), and [scrawford](#)



In a [previous post](#), we elaborated on how more real estate for the Grasshopper Canvas can be beneficial and usable with Wiimote interaction. Since then, we have been toying around with the [Microsoft Kinect](#) (more so after the release of the [beta version of the Kinect SDK for the PC](#)), looking to identify a more fluid, natural and multi-touch interface for the table top. The intent is to create an interface not for long-term day-to-day editing, but rather for communication and collaboration. We've noticed that we tend to talk "around" definitions more and more, so want to create an intuitive and democratic way of manipulating them that isn't so tied to a screen, a mouse, and a keyboard.

The release of the Kinect sensor has already seen hacks from game designers, [hobbyists](#) and [academics](#), almost all of which involve skeletal tracking and gesture recognition that translates to many [interesting applications](#). One of the lesser utilized affordances of the Kinect sensor is its ability to detect touch on an arbitrary surface as long as there is a line-of-sight between the camera and the touch surface. Andy Wilson from Microsoft Research's Surface Computing group explains the idea in [this ITS paper](#). Using this as the principle, we were able to create a pseudo-touch sensitive table-top interface...

Our first challenge was to overcome issues with specular reflections from the glass top of the table from the IR light projections from the depth camera. These specular reflections blacked out depth information making it impossible to use the interface on any specular surface. We flipped the glass over, exposing the ground side up to overcome this problem. Not only did this avoid reflections, it also maintained the display integrity on the table top. The setup remains the same as the one we used before with the Wiimote, just with the addition of the Kinect mounted overhead with the field-of-view covering the table...



### SUBJECT MATTERS

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[dbelcher](#) on [Energy Monitoring 101: Open Standards](#)

[Ramprasad](#) on [Energy Monitoring 101: Open Standards](#)



## Energy Monitoring 101: Open Standards

by [dbelcher](#), [Viswa](#), and [svanduyck](#)



In almost every architectural project we undertake at LMN, we urge the client to seriously consider sub-metering and energy monitoring. Though far too often fodder for the Value-Engineering (VE) chopping block, monitoring resources like gas, water, steam and electricity is the first and fundamental step in understanding the patterns of use (and abuse) of natural resources in buildings. Sub-metering and energy monitoring allow owners, maintenance managers, and occupants to better understand how and where they are burning kW's, kBTUs, gallons, etc. Armed with that information, you can start to make the decisions that lead to energy savings, quickly paying for the upfront cost of the monitoring system itself. So that's all well and good. Most people know all about that. After years of recommending this to our clients, we decided to "eat our own dog food," as the saying goes; we decided to bite the bullet and install our own Energy Monitoring Units (EMUs) in our offices.

We have three major goals with this project: First – and key to why we went about this the way we did – we wanted to understand the underlying costs, infrastructure changes, and digital tools necessary for proper energy monitoring. The first goal will also have the added benefit of allowing us to tinker with our setup as much as we like...something you may have noticed (if you read this blog regularly) that we enjoy doing. Second, we want to understand our current usage and gather a baseline before we make any changes to our behavior. Finally, we want to quantify our progress as we begin to take Energy Conservation Measures (ECMs) – a fancy way of saying: "forming better habits". In this post, we'll address the first two goals directly and come back to the third goal (ECMs) in a future post...



First, the hardware. We shopped around a bit for electrical Energy Monitoring Units. From the start, we were looking for an EMU that would allow us to learn as much about the process of monitoring as we could. There are many commercial-grade units available on the market, but most are very expensive and worse: some require purchasing additional software (sometimes through subscription) just to view the data the EMUs record. With these systems, there's the considerable upfront cost for the equipment and installation, plus – to add insult to injury – the cost of the software to boot. What we wanted was something purpose built, interoperable, and open. After some shopping, we found the [OptoEMU](#). Opto22's open standards philosophy appealed to us: all their systems run on non-proprietary communication standards like Ethernet and IP. This means that one could integrate their EMUs into an existing monitoring system, purchase a subscription to a data-logging service (such as [Pulse Energy](#)), or roll your own system at any scale you want. We chose the latter, without precluding the option of scaling it up. (Baby steps. Baby steps). Our office occupies two floors and has four quadrants fed by four electrical panels that roughly correspond to the quadrants (over the course of 30+ years in the building, there might be some cross wiring...but we'll find out soon enough). We decided to test out our proposed system on one quadrant of the office to make sure that we had all the software and hardware setup before we scaled the system up to the rest of the office. So we bought one of the Opto22 EMUs and had a professional electrician install it in our electrical room.

We called up Opto22 and explained our electrical setup and they recommended starting with a single EMU (shown above left) and three current transformers (CTs). Out of the box, the OptoEMU is straightforward. The installation instructions were easy to follow so we went ahead and had our electrician install one EMU in our quadrant (thanks to Tim and Josh of [North Star Electric](#) for doing a

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8 March 2012 | Posted in [Cool Stuff](#), [Projects](#)

Posted by [Aditya](#)

## Design with a Difference: Taproot Foundation Offices by HOK

Here at HOK, we love a good design challenge, and the offices of the [Taproot Foundation](#) certainly qualified as one. Mismatched furniture and cramped quarters were hindering the organization's functionality, so it was time for a refresh!



What does Taproot do? [From their website](#): "Taproot is a nonprofit organization that makes business talent available to organizations working to improve society. We engage the nation's millions of business professionals in pro bono services both through our award-winning programs and by partnering with companies to develop their pro bono programs."

It was appropriate, then, that our San Francisco office donated pro bono time toward this good cause. Read on as designer [Emily Fetting](#) answers some questions about this cool project.



**What was the inspiration or impetus for the design solution?**

The client was in desperate need of organizing and reprogramming their space to meet with the changing work environment. The space was cramped with the furniture solutions that they had in place, and the mis-matched panel and office furniture prohibited collaboration.

**Were there any unique constraints or client considerations you had to keep in mind? How did you address them?**

The main constraint was finding enough work space for each employee and still giving them adequate collaborative and meeting space. We had a vision session with the employees and

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9 February 2013 | Posted in [Blog News & Updates](#),  
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Posted by John

## Q+A with HOK Retail Specialist Luigi Franceschina



Luigi Franceschina, AIA, knows retail. Over the past two decades, he has worked with some of the world's most iconic brands, including Apple, Starbucks, Chanel, Gap, Banana Republic, Barney's New York and Bank of America to develop their retail spaces.

Since joining HOK's Chicago office in 2008, Luigi has worn many hats as a retail planner, designer, project manager and project architect.

Today, he's bringing his retail expertise to the design of the 500,000-sq.-ft. Kavuklar mixed-use development in Izmir, Turkey; design of a new food court and retail environment at San Diego International Airport's Terminal One; and a variety of projects for McDonald's Corporation, including the complete interior renovation of The Hyatt Lodge at McDonald's Campus in Oak Brook, Ill.

### Why do you love retail design?

LF: Retail energizes cities like Chicago, New York, London or Paris – wherever in the world you might be. Retail activates a street and brings environments to life. It's the social outlet. I love the colors in the windows, the unique awnings and all the people coming together, whether it's a city, a suburban environment or a mall.

As a designer, I am drawn to the idea that, whether you are designing a storefront or a building, all the interior and exterior retail space needs to work together toward one goal: to create branded environments and experiences that influence a customer to buy an idea, a product or a service. We're designing for such a wide audience but we need to communicate a strong idea. I love the harmony we're creating.

### Has retail design changed since the economy started faltering in 2008?

LF: Retail design will always evolve in response to new demographics, economic conditions and the continuous desire for brands to differentiate themselves. But we haven't made any fundamental changes to how we design the stores.

Retailers have become more strategic in the locations and design of their stores. It's much more about quality of environments than quantity of stores.

Retailers also are trying to draw customers who are increasingly shopping online to their brick-and-mortar stores. Because going to a store is no longer a necessity, designers must create engaging social experiences that give people reasons to visit a store to buy what they can get online.

### What is your role in HOK's Chicago office?

LF: In addition to supporting retail and mixed-use projects across the firm, I have a unique opportunity at HOK to use my retail background to bridge the gap between interiors and architectural practices. By taking a holistic design philosophy, we can translate retail ideas to any kind of space: workplace environments, hotels, classrooms, repositioning of office building lobbies and public areas. It's exciting.



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## How to Write Kick @\$\$ Meeting Minutes

More than once in my life@HOK have I had to refer back to meeting minutes...and more than once in my life@HOK has it saved my tush! The other day, I was giving some advice on how to write the most useful meeting notes and I shared the list with my husband. He decided he was going to print it out and use it as a reference. In order to save a piece of paper, I thought I would post them on the blog for him (and you too).



Without further ado:

The overall purpose of meeting notes is for someone who wasn't at the meeting to be able to read them and understand what happened, or more likely, someone who WAS at the meeting (like me), having to look back and remember what we decided about X or where we got a specific bit of information. The purpose of the meeting will drive the level of detail; for example, a project management meeting is really about just recording decisions; an information-gathering meeting would require much more thorough documentation of all the ideas shared.

That said, the basic goal of all meeting minutes should be to capture and share:

- What topics were discussed
- What was decided/what was accomplished
- What are the next steps/action items

Some basic pointers:

1. Write in complete sentences.
2. Keep sentences/language simple and clear.
3. Separate sections with headers where appropriate – consider using the agenda as a go-by
4. Avoid multiple levels of outline (no sub-sub-sub-sub-sub bullets!)
5. Don't be a slave to the order of the meeting – if someone mentioned something at the end that really belongs up top in the minutes, put it there; if action items were mentioned in the course of the meeting, move them into the action items section.

What other techniques do you use to write kick @\$\$ minutes?

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Ken Young, AIA is a Senior Vice President and the Chief Information Officer for HOK, the global architectural design and services firm. He is a member of HOK's Board of Directors. He received his degree in architecture from the University of California at Berkeley and is a registered architect with over 30 years of experience. His primary focus as CIO is strategic leadership in evolving the practice to integrate and leverage knowledge and technology. He leads HOK's Advanced Technology Group, a 45-person team delivering Practice Services (BIM and CAD management), Knowledge Services (business intelligence and corporate knowledge), and IT Services (infrastructure and support).

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The Center for Health Design, Research Associate

**Barbara Irwin**  
What About Me? Retention in the Recovery  
Founder, HR Advisors Group

**Bret Tusaus**  
A Wiki for Your Thoughts  
Product Director, Deltek

**Christine Brack**  
Make Project Management Cool  
Principal, ZweigWhite

**Courtney Beamon**  
Flying Together  
Vice President, CFO, Delta Airport Consultants

**David Fano**  
Engaging the Tools  
Partner, CASE Design, Inc.

**Debra Levin**  
Collecting Evidence is a Team Sport  
President and CEO, Center for Health Design

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« HKS LA's Alex Aujero wins Loewenstein Best of Show  
Innovative Hub Offers Latest Technology for Students, Staff »

### Another Hearts & Hammers in the book

December 1st, 2011 by Ginger Grossman, Dallas office



Once again, volunteers from the HKS Dallas office have dedicated their time and hard work into refurbishing a Hearts and Hammers sponsored home. Mrs. Martin was very happy with the outcome, and this year was one of the best finishes yet. Perfect weather on both days, handiwork from Mrs. Martins daughters, a mystery plumber and garage door installer, all assisted in making this a successful adventure.



**Mission Statement:** The mission of Hearts and Hammers is to refurbish qualified homes owned by low income citizens within the Dallas Metroplex. Hearts and Hammers will accomplish its mission by



**HKS****HKS Architects**

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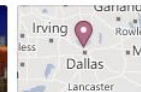
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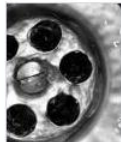


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**HKS** HKS Architects shared a link.  
Yesterday Do you get sucked into the social media vortex? <http://tnw.co/xaYR5g>**How to avoid the social media time suck**  
[tnw.co](http://tnw.co)

For all the perks, conversations, and general brand engagement that it offers, I have a startling confession to make: social media can suck up your time-- but only if you allow it to. ...

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Kevin Parent Architect and 2 others like this.

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**HKS** HKS Architects updated their cover photo.  
Monday 

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March 6 at 8:36am**Doug Toole III** <http://www.tooleco.com/hardware.php#amba> Rolling doo ...  
February 29 at 8:03am

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## Lake | Flato Architects



Architect · San Antonio, Texas



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## Lake | Flato Architects

Rebecca Bruce is this month's Lake|Flato employee featured in our "Better Know an LFER" series.

**Better Know an LFER: Rebecca Bruce**  
[www.lakeflatodogrun.com](http://www.lakeflatodogrun.com)

Rebecca is our ultra-charged, intern-managing, Revit-conventionneering, kitchen rule-enforcing, cyclist wo-man! Learn more about what keeps her going with our t...

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## Lake | Flato Architects

Luminaria has been rescheduled for May 5th! A group from Lake Flato will be volunteering at this fun arts event. The main goal of this free event is to bring contemporary art to the masses in public spaces. Last year it attracted an estimated 300,000 people!



## 5th Annual Luminaria

Saturday, May 5 at 5:00pm at HemisFair

Like · Comment · Share · Yesterday at 9:02pm ·



## Lake | Flato Architects

LF's March Madness leader board!



Like · Comment · Share · Yesterday at 4:55pm ·

Mia Frieze and 2 others like this.

**Ryan Tevebaugh** Go Corey!

Yesterday at 7:28pm · Like · 1

**Brandon Anderson** Come on Wallace!

Yesterday at 8:13pm · Like · 1

**Lake | Flato Architects** btw last place gets their money back (\$5)

Yesterday at 8:20pm · Like

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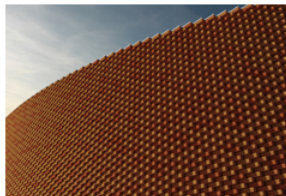
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## Digital Fingerprints



By Cory Mattheis  
Tagged Architecture, Community, Inspirations | Comments (1)  
January 17, 2012 – 8:00 am

During the development of Bothell City Hall the design team was charged by the Historic Preservation & Landmarks Board to relate our use of masonry to the historic brick facades of Downtown Bothell. These buildings were constructed at a time when bricks shared both structural and ornamental functions. The facades reflect an understanding of the building material and its placement — a relationship between structure and texture. The rich patterns are evidence of a craft rooted in the relationship of hand and brick.



Fast forward... 2011. The role of masonry (specifically brick) has changed. With its structural capabilities diminished, the module is now used as a skin. Furthermore, the tools for designing and constructing with brick have also shifted from the hand to the machine. The current context is much different than the scenario we had been asked to relate to, and our design strategy would need to respond to that.

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## The Habitat for Humanity House of the Future



By Mike Jobs, Principal  
Tagged Architecture, Community, Innovation, Residential | Comments (2)  
January 5, 2012 – 8:30 am

It's enlightening to compare two approaches to the same problem 50 years apart.

During the 1962 World's Fair in Seattle, housing exhibits provided a vision for the future of domestic life as exuberant modular assemblages packed with high-tech energy-intensive gadgets that did the living for you, built and powered by seemingly endless resources. Fifty years later, we are at work on The House of the Immediate Future with Habitat for Humanity to be built first at Seattle Center as part of the 50th Anniversary celebration of the '62 World's Fair, and then moved to an emerging Seattle Housing Authority neighborhood in Rainier Valley.



Our approach seems modest when compared with the space-age vision in 1962. But that's the point.

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## Grand Opening: Moses Lake Civic Center



By Grace Leong, AIA, LEED AP  
Tagged Architecture, Community, Openings | Comments (0)  
December 13, 2011 – 2:50 pm

It's been a long road. I'm not just talking about the six-hour round trip drives from Seattle to Moses Lake.

Discussions for improvements to the Moses Lake City Hall were taking place in 1999, probably earlier. That was in the last millennium!

Fast forward to 2007:

The growing city required more services, and the staff had outgrown their existing facility. Meanwhile, the Moses Lake Museum and Art Center (MAC) had procured a \$1M Heritage Grant from the Washington State Legislature. The MAC is a historic building with a rich and meaningful past, and a bright future ahead.



The Miller Hull Blog examines trends in modernist architectural design, sustainability and the built environment as a whole. In addition, our blog showcases the latest news from our firm.



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— a worthy Community Pride Design winner.  
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RT @ecomavennw: Kudos to Brian C. @millerhull  
gr8 preso on @Bullitt\_Center I really appreciate that  
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19 days ago · reply

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are mentioned in this @king5seattle segment  
<http://t.co/2EDvk6mn>  
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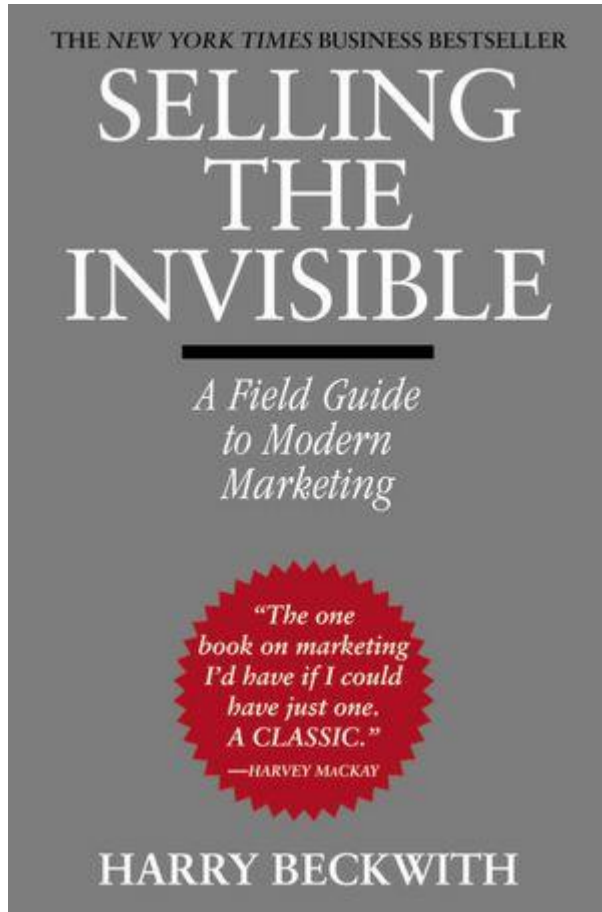
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from Louisville Central, KY
- Luckett & Farley** @LuckettFarley 19 Mar  
In New Office Designs, Room to Roam and to Think [lnkd.in/a/QxAmh](http://lnkd.in/a/QxAmh)
- Luckett & Farley** @LuckettFarley 7 Mar  
Hey, Gen Y-ers: social media is a great tool, but sometimes it's just better and faster to go "old school" and dial the phone.  
from New Albany, IN
- Luckett & Farley** @LuckettFarley 5 Mar  
Message to all design professionals: compressed design schedules are the permanent new normal. Step up your service - period!  
from Louisville Central, KY
- Luckett & Farley** @LuckettFarley 26 Feb  
Luckett & Farley lost a valuable friend to our Company suddenly this weekend. Prayers for our good friends at Atlyss. We share your grief.  
from New Albany, IN
- Luckett & Farley** @LuckettFarley 23 Feb  
Got a great mix of L&F talent to help refresh our Strategic Plan with [@raykogan](#) over the next couple of days. Looking forward to it!
- Luckett & Farley** @LuckettFarley 22 Feb  
Check out this article from ARCHITECT magazine: paradigm shift of architecture and engineering "sweat shops". [luckett-farley.com/news/luckett-f...](http://luckett-farley.com/news/luckett-f...)
- Luckett & Farley** @LuckettFarley 18 Feb  
Delivering the remarks for the Ambassador of the Year during the 1SI Annual Meeting sponsored by Luckett & Farley.  
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[@Ejerdonek](#) presents the Ambassador of the Year to Kyra McCormick of Your Community Bank during the 1SI Annual Mtg.  
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L&F is pleased to be a main sponsor of today's 1SI Annual Meeting. Check out this awesome dessert! [pic.twitter.com/yqHoBdBB](http://pic.twitter.com/yqHoBdBB)  
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“How do people buy something they don’t understand?”

“They choose the person they like and trust.”

# Top 10 Trends + Insights

1. “Grow Bigger Ears.”
2. Intranet as Social Media Training Wheels
3. Intranet Farm Leagues
4. Corporate Memory
5. "Sell Your By-Products"
6. Crowdsourcing
7. R&D: The Ultimate Recruiting Tool?
8. Life @ ...
9. Peer Review



## Talks



### Working the Biggest Room Possible

MARK ENGLISH, FOUNDER  
MARK ENGLISH ARCHITECTS

Mark English, AIA has been running his own residential design firm, Mark English Architects, since 1992. He is currently serving as Chair for the AIA San Francisco Small Firms Committee, as well as concurrently serving on AIA-SF's Board of Directors. Mark's education includes a degree in Architecture from California Polytechnic University, complemented by graduate studies at the Syracuse University campus in Florence, Italy. Over the past several years, Mark has been coaching his peers on new strategies for social media and marketing, and is the editor of two respected online magazines. He has also promoted principles of energy-efficient design, particularly as it relates to compliance with California's Title 24 energy code.

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A Wiki for Your Thoughts  
Product Director, Deltek

**Justin Quimby**  
What the AEC Industry Can Learn  
from Farmville  
Founder and CEO, Quimby Heavy  
Industries

**Peter Braun**  
Creating Organizational Learning  
Agility  
Vice President, HKS

**David Fano**  
Teaching 2.0  
Partner, CASE Design, Inc.

**Ken Young**  
Social Media @HOK  
Chief Information Officer, HOK

**Vik Duggal**  
Sales: The Fountain of  
Sustainability  
Consultant,

**Federico Negro**  
Crowdsourcing Design  
Partner, CASE Design, Inc.

**Mark English**  
Working the Biggest Room  
Possible  
Founder, Mark English Architects

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### Interviews



## Amy Eliot on Women in Architecture

"Women forget that we CAN go with our instinct, we can trust our intuitions. Sometimes women at big firms or competitive work situations take the attitude that "I can make it work... I have to make it work... I'll do whatever it takes, suck it up without complaint". For women and men alike, it's important to have control over our own destiny. Follow your passion, and don't assume there's only one right way to do, or think about, architecture."

Wednesday, March 14, 2012 | [Rebecca Firestone](#) | [Add a Comment](#)

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## Fresh

### Interviews



## EB Min on Women in Architecture

"If you want to change things, you have to stay in the game. If you drop out and talk from the sidelines, people won't take you as seriously."

Having a good mentor is very important. I can't stress enough how important it is to be able to turn to someone for advice... a mentor can also be a

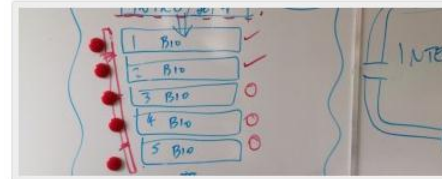
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## Short Takes



## Short Takes: A New Addition to The Architects' Take

The beauty and challenge of New Media is it's ease of use. As they say, Content is King, but the democratization of the web allows anyone to say anything. That's what intrigues me- I trust thinking people to decide for themselves. If you don't like what you read, start your own blog! Rebecca and I [...]

Sunday, March 18, 2012 | [Mark English, AIA](#) | [Add a Comment](#)

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## Anne Fougeron on Women in Architecture

Wednesday, February 15, 2012 | [Rebecca Firestone](#) | [Interviews](#)

"People thought that I wasn't married because I was a career architect. The assumption is that you can either have a firm, or you can have a reasonable life as a stay-at-home mom – but then you can't have a career. They aren't dichotomous lifestyles.



Figure out where you want your career to be and when – have a game plan and stick to it. Don't give up on it halfway through because you feel some nagging societal pressure to only be a mother and nothing else. Be proud of what you do and be proud of your choices. Most importantly – don't let anyone make those choices for you."

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This article is part of our [Women in Architecture interview series](#), exclusive to *The Architect's Take*. Anne Fougeron, FAIA of [Fougeron Architecture](#) has a unique and decidedly Modernist vocabulary, and has created numerous award-winning public and private sector projects. Her outspoken and [fearless candor](#) has been featured on *The Architect's Take* in a prior interview as well.

20 tweets

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### Why did you start your own firm?

It was by accident, really. Over the course of 5 years, I had worked for 3 different architectural firms. The atmosphere was great, but I wasn't inspired by the projects we were doing. Then, I worked for the San Jose Redevelopment Agency and that lasted for less than a year. It definitely wasn't my calling to be a bureaucrat! There was really no one else in San Francisco that I wanted to work for. The city had won me over and I knew that wanted to stay in the area.

Maybe I was at first a freelancer. I got some little jobs my way, and that was how it started. It was spontaneous, which may contradict what I said elsewhere; I didn't think it through in a deliberate way, as in "I want my independence," or "I want to make my own hours," nothing really like that. I was a Modernist and there were really just a few architects doing modern work in the mid-80's in the Bay Area.

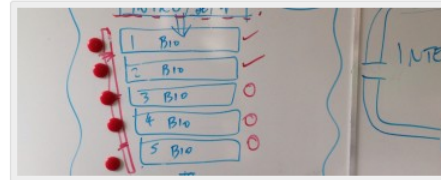
Perhaps not the best small business model nowadays, but this was the '80s. At that time, lots of people were doing their own thing and I knew that wanted to do my own designs. I'd worked in other offices, so I [thought](#) I understood how small businesses operated. It turned out that I didn't really, but I learned soon enough.

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## Craig Steely: Steel and Light

Tuesday, September 27, 2011 | [Rebecca Firestone](#) | [Interviews](#)

"My own work now, it's all one house, just done over and over. I see a connection between one idea to the next – I'm always exploring contrasts along similar lines: opacity-transparency, heaviness-lightness, action-reaction. The ideas can morph to suit the circumstances, and they get refined from one project to the next."



– Craig Steely, Architect

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Part surfer, part engineer, part artist, part prophet – how else can I describe the simplicity, the evocative nature of Craig's designs and his fearless approach? If there's such a thing as a contemporary West Coast architecture with a clean Zen sensibility, [Craig Steely](#) might be a good exemplar. The word "avatar" doesn't really do justice to his down-to-earth, straightforward demeanor. He and his wife both could be some glamorous Hollywood celebrity couple – at once elegant and informal – but their charisma really comes from a deep-rooted stability, a sense of health and vitality, and a freedom from inner hang-ups.

Mark English, founder of The Architect's Take, had long been intrigued by Craig because of their shared academic background as Cal Poly undergrads. Like many top-flight schools, Cal Poly has its own mystique, a blend of artistic and engineering rigor, which leaves a stamp on its students. And, both Mark and Craig share a second passion: a reverence for the Classical architecture of Italy, particularly Florence.

The following interview took place in two parts: the first conversation between Rebecca Firestone and Craig Steely; the second part was a professional dialogue between two colleagues.

Interviewer's comments appear in *italics*.

*Where did you grow up?*

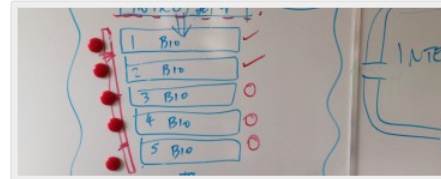
I grew up on a farm in northern California. Very rural, we did everything for ourselves: a lot of fixing, building, making things. My Dad liked to customize everything, specialize or "improve" it to what he needed. If something broke, we put it behind the barn to save it for parts. He and I were constantly modifying tools, constantly tinkering. The folks on my Mom's side of the family are all very artistic. I liked to draw and they encouraged me. It was this love of drawing that drew me to architecture.

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## Gary Hutton: San Francisco Master of Interior Design

Friday, February 25, 2011 | [Rebecca Firestone](#) | [Interviews](#)

Fashions come and go, but then they come back around again. Wayne

Thiebaud once said, "There's nothing uglier than a 20-year-old car, but there's nothing groovier than a 50-year-old car." It's our own thought process that has changed, not the object itself...

When something is completely made by hand, like a custom home, there's a Zen to that. Your body recognizes it almost on a cellular level. It's really about knowing how to make things. That's what you learn at a good art school. My furniture is made by people who do the finest work in this country. People in the know, people who work with metal, they see my tables and they say, "Oh... my... God..."

- Gary Hutton

(Photo: Steve Hodge)

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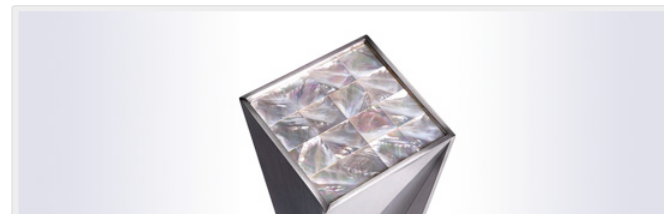
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[Gary Hutton](#)'s office in Potrero Hill is a nice place to visit: warm and welcoming, with a very finely honed and understated elegance. At first, I was highly distracted by the vintage 70s disco platform shoes that were apparently part of the decor, to the point where I forgot all my clever opening remarks. But then we went into a conference room – with a *beautiful* table made with cast concrete legs and a thick plate glass top – and the words flew for hours. We had a follow-up session with Gary, myself (Rebecca) and Mark English.

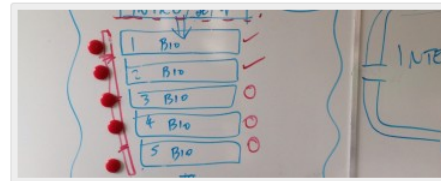
His personality is both warm and forceful. Deeply empathetic, quick to laugh – but underneath, a core of steely determination to never, ever compromise on quality. I was looking for the secret of his success – read on if you want to know, too.


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Designing for Compliance



# Dramatic Second-Story Addition: Another Tough Compliance Problem Solved

Posted on 06. Feb, 2012 by [Rebecca Firestone](#).

In early October, I got a call from Steven House of [House+House Architects](#). They were doing a remodel in Marin and needed our Title 24 energy services. House+House is an award-winning firm whose focus is mainly single-family custom home design. Their work is characterized by a daring contemporary sensibility, and they have a large body of work both within California and also in Mexico.

So what do daring designs have to do with Title 24 energy compliance? Well, they need a lot of special attention because they often feature expansive windows to celebrate the crisp and brilliant California sunshine, and in the North Bay area, they let in gorgeous views as well. Vaulted ceilings, also a common design feature, can require special attention to the roof assembly to ensure that there's enough space to fit the necessary amount of insulation.



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# The Curious Case of Dr. X and the Burlingame Green Building Ordinance

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## Amy Eliot on Women in Architecture

"Women forget that we CAN go with our instinct, we can trust our intuitions. Sometimes women at big firms or competitive work situations take the attitude that "I can make it work... I have to make it work... I'll do whatever it takes, suck it up without complaint". For women and men alike, it's important to have control over our own destiny. Follow your passion, and don't assume there's only one right way to do, or think about, architecture."

Wednesday, March 14, 2012 | [Rebecca Firestone](#) | [Add a Comment](#)

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## EB Min on Women in Architecture

"If you want to change things, you have to stay in the game. If you drop out and talk from the sidelines, people won't take you as seriously."

Having a good mentor is very important. I can't stress enough how important it is to be able to turn to someone for advice... a mentor can also be a

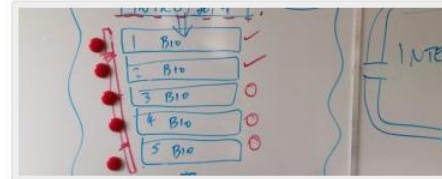
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9. Peer Review
10. Build a Stage for Clients + Prospects



Author: Christopher Parsons

## Interesting or Interested?

"It occurs to me, Jim, that you spend too much time trying to be *interesting*. Why don't you invest more time being interested?"

— Advice from John Gardner to Jim Collins

I came across HOK's interview series on **The Green Workplace** and Mark English's interviews on **The Architect's Take** early into our research on social media in architecture and engineering. I believed then, and still believe now, that both are best

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"It occurs to me, Jim, that you spend too much time trying to be *interesting*. Why don't you invest more time being interested?"

-- Advice from John Gardner to Jim Collins

I share their fears. In fact, after blogging for two years on two separate blogs, I *still* share their fears. I often open up WordPress, stare at the blinking cursor, and ask, "How am I going to be *interesting* today?"

That's why I think that John Gardner's advice to Jim Collins might be the secret to the universe.

Being interested is so much easier than being *interesting*. There is an endless supply of fascinating people and ideas. The more time I spend outside of our firm talking to folks about their work, the more I enjoy writing. Over the last few weeks I conducted and published three interviews with leading thinkers from the AEC industry – **James Kent** of Thornton Tomasetti, **Alex Serriere** of TEECOM Design Group, and **Hobson Hogan** of ZweigWhite.

Interviewing James, Alex, and Hobson was one of the highlights of my professional career. Of course, putting over 80 people on stage and publishing their talks at the last two KA Connect conferences was pretty rewarding as well.

I'm going to tape John Gardner's advice up on the wall in my office. The next time I'm having trouble writing a blog post, I'll look to it for inspiration, pick up the phone, and ask someone, "What are you working on?"

# The Green Workplace

WEDNESDAY, AUGUST 25, 2010

## Interview with Lisa Shpritz, Environmental Risk and Sustainability Executive at Bank of America

We recently had the opportunity to speak with Lisa Shpritz, Senior Vice President at Bank of America. Lisa is smart, funny, and dedicated to the environment (and good business practices). In addition to her "real" job, Lisa also serves on the Board of Directors of the USGBC in the Finance, Surety and Corporate Real Estate seat.



Hope you enjoy Lisa and her take on the green workplace as much as we did:

### What is your current role at Bank of America?

My official title is Environmental Risk and Sustainability Executive and I am part of Bank of America's Corporate Workplace Group. My role is twofold: running an environmental risk group that manages environmental compliance and a sustainability team that focuses on integrating environmental practices and principles into the way Bank of America does business.

I have been with Bank of America for five years, coming here after graduating from UNC's Kenan-Flagler School of Business. Prior to attending UNC, I worked in international environmental management for a telecommunications company.

This is the first time I have worked at a large company, and it is great. My background is in environmental management (I have a master's degree in environmental management from Duke and a BA in Biology from Cornell), and I have always been interested in contamination and its effects on real estate (brownfields, for example). In business school, I made the connection between environmental management and business, and really focused on real estate.

At Bank of America, I get to pull all of my interests together, working on a really broad range of everything - cleaning brownfield properties, maintaining compliance, arranging air permits, dealing with hazardous waste and asbestos, and everything from carpooling and water conservation to LEED certification, recycling, and waste management strategies.

We have over 125 million square feet of space (approximately 10-11,000 buildings), and have lots of opportunities to improve the

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# The Green Workplace

SUNDAY, JULY 25, 2010

## Interview with Chris Hood, Hewlett Packard



Chris Hood has overall design responsibility for Hewlett Packard's global office portfolio. He's got his fingers in all kinds of major projects and initiatives, and is particularly insightful and passionate when it comes to sustainability.

*Q: What would you say are current "trends" when it comes to organizations adopting green strategies or principles?*

A: Increasing interest and participation but still a great deal of standing on

the sidelines due to unfavorable timelines for ROI in making changes to improve performance. Most initiatives still seem to be project lead with emphasis on LEED certification (in the United States) and less on systemic project focus on a whole range of actionable environmentally sound design and implementation practices. Building operations seem to support a limited number of green initiatives but there is lots of room for improvement (recycling, energy reductions etc.)

*Q: How have recent legislation or corporate/federal mandates changed the way your organization addresses environmental issues?*

A: Not yet. We believe we are trying to take a leadership position and get ahead of any government mandated programs

*Q: What green / sustainability-related project are you working on now that you are most proud of?*

A: There are two: one is the very aggressive reduction in space that we are currently making. Getting rid of space is the most effective thing we can do to improve our overall carbon footprint. The second is to introduce a sustainable design checklist for use in each and every project across the company. This gives us a scorecard for every project and a natural focus for improving performance over time. The checklist is ultimately practical and does not carry the burden of proof which formal certification systems (such as LEED) require, but nonetheless does cause us to "do the right thing."

*Q: What has inhibited you or your organization from making more progress on the sustainability front?*

A: Simply the burden on precious resources (incremental capital and the extra demands on the time of very busy people). Despite that we

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# The Green Workplace

THURSDAY, JULY 15, 2010

## Interview with Craig Arnold, Real Estate at BMW



Craig Arnold, responsible for Real Estate Building Projects in Americas for BMW, shared with us some insights about sustainability at BMW...

*Q: What would you say are current "trends" when it comes to organizations adopting green strategies or principles?*

A: We recently added an Energy Manager position to my department. The real cost of energy today and the in the future coupled with the opportunities to pursue alternative energy makes this a viable position with a substantial ROI. The Energy Manager is responsible for all direct and indirect energy consumption meaning he has input into the suppliers we choose based on their energy practices. Progressive companies are learning about new opportunities but trying to chase these with the existing staff. A dedicated professional charged exclusively with developing the energy strategy is a current trend for large companies.

*Q: What green / sustainability-related project are you working on now that you are most proud of?*

A: Even in South Carolina where our electrical energy is one of the cheapest in the country we have been able to use landfill Methane Gas to generate our own electricity and save millions of dollars annually. It has been a huge win for the financial and environmental departments without artificial sources of funding, assistance or external incentive to do so.

*Q: What has inhibited you or your organization from making more progress on the sustainability front?*

A: Our largest facility is in South Carolina with substantial but smaller facilities on the West coast and Northeast. The availability of inexpensive energy is both a blessing and a curse for our South Carolina facility. Our global sustainability targets are based on consumption. Justification for energy per/unit reductions often comes with a conflicting budget target. You can imagine an energy saving project in Europe making perfect sense on all fronts (consumption, budget) while in the South Carolina the project cannot fly with an energy rate as little as one third the European rate.

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Posted by Leigh Stringer (aka Greenette) at [4:18 PM](#)

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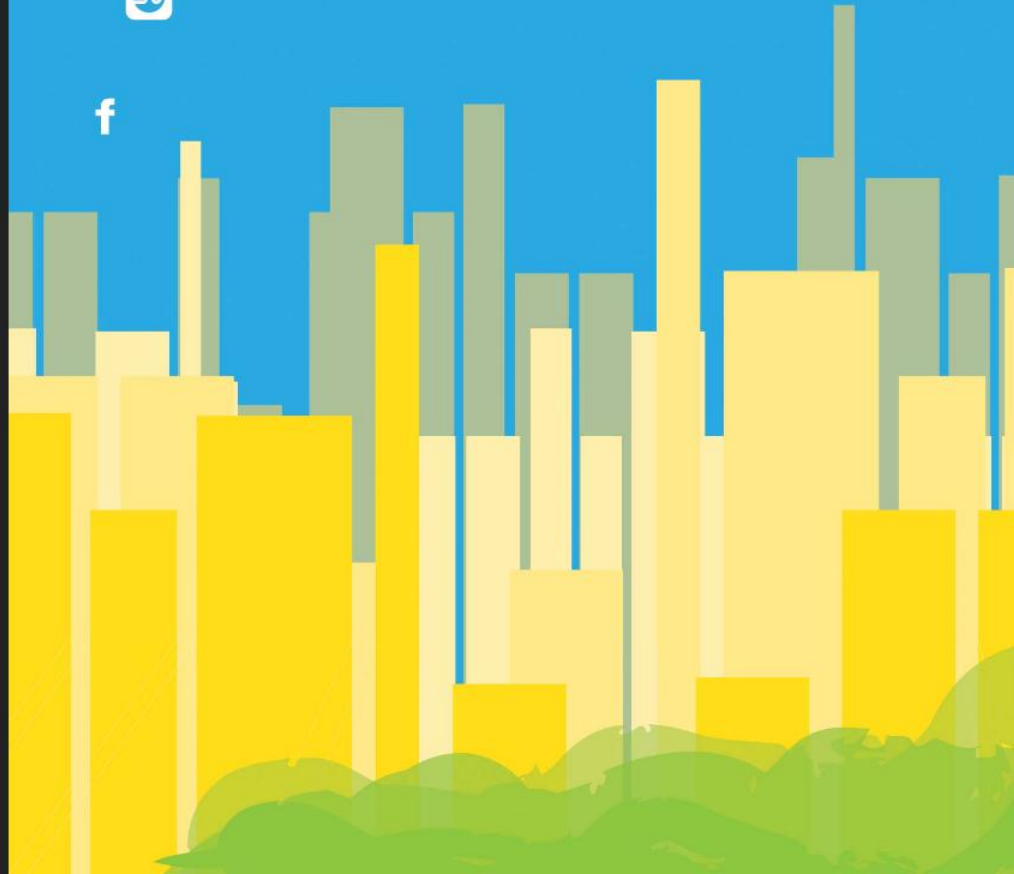


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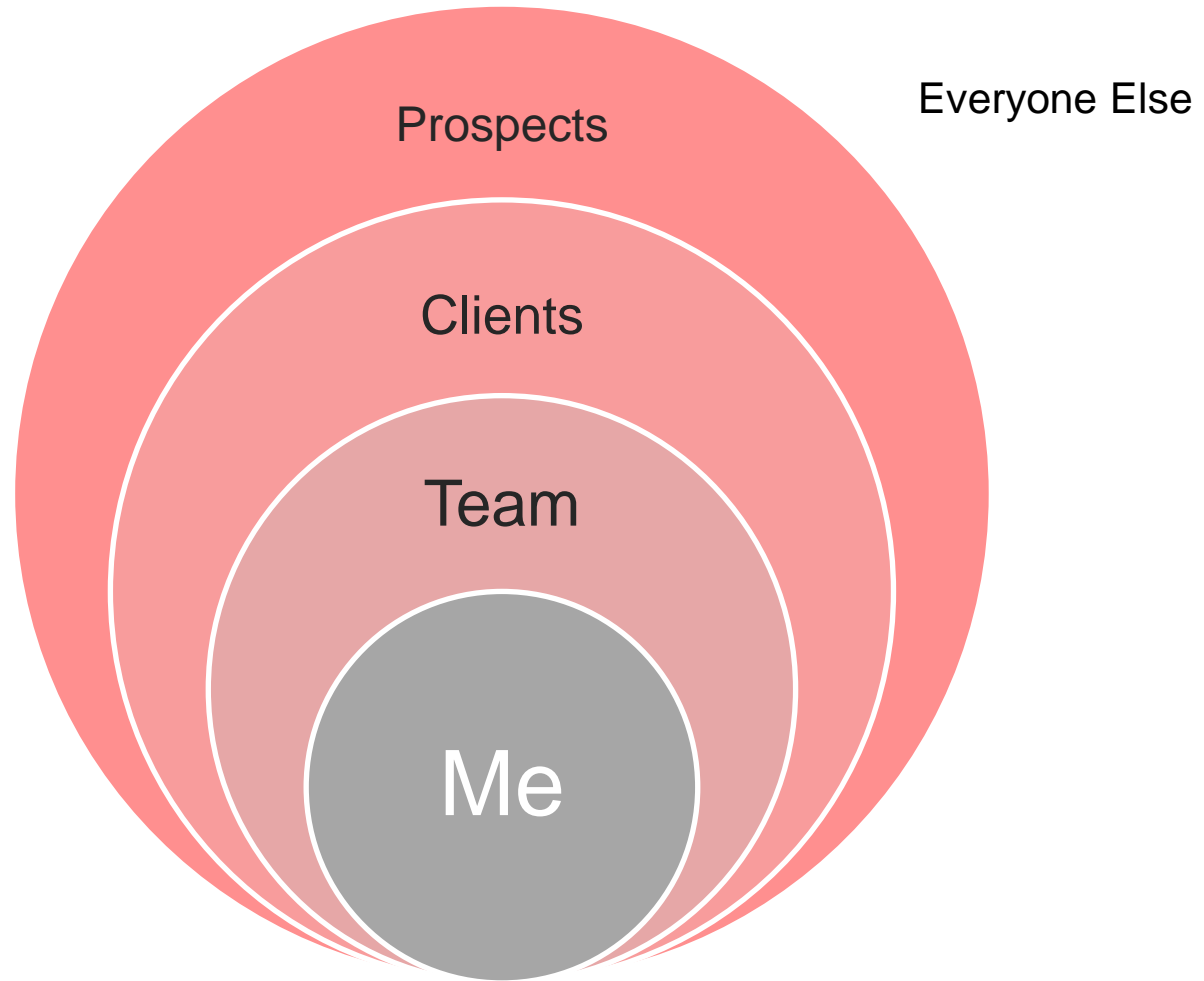
# Social Media in Action

Comprehensive Guide for Architecture, Engineering,  
Planning, and Environmental Consulting Firms

by Amanda Walter & Holly Berkeley



# Who is your Core Audience?





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