

New Directions for Development: Rethinking Workplaces, Buildings, and the City
Graduate School of Architecture, Planning and Preservation, Columbia University
Master of Science in Real Estate Development

Instructor: Andrew Laing, PhD.

Teaching Assistant: tbd

Class Timings: Mondays 6-8 pm (Weekly between 1/26/15 and 3/2/15)

Credit: 1.5 credits

Objectives:

This seminar class will explore emerging trends that will impact the shape of future development. Trends to be explored include the impact of new technologies on how we work, live, and use space and how these will affect the design and development of workplaces, buildings, and the city. We will identify innovations in work, technology and space which the developer will need to be familiar with to provide leading edge products given rapidly changing corporate and end user expectations. Through a combination of selected readings, case studies, discussions, and presentations, students will gain an understanding of:

- The future of the workplace and the office building
- The impact of information technology on how and where work takes place, how this is affecting a wide range of building types and urban developments
- The emerging demands of corporate organizations for new ways of using space, suggesting new requirements for building types and cities
- Indications for how developers, designers and city governments should think differently about development in the future

Key themes:

The seminar class will explore how the development of buildings and the city is being transformed by the impacts of ubiquitous networked information technology. The evolution of the modern city, its building types, and patterns of use were driven by assumptions of collocation and daily commuting patterns associated with spatial segregation of zones for living and working. The accelerating impacts of information technologies are challenging many of the conventional assumptions of how we work (and live), where we work, and the types of buildings that we should develop and use. The emergence of virtual collaboration, social media, the embodiment of intelligence with the 'internet of things', and the rise of mobile geo-locative services, mean that we need to re-think the brief for buildings and the city.

Corporations are re-thinking how they provide for work, space, and the property portfolio. Cities are re-imagining what downtowns and suburbs should be like given new patterns of living and working. Occupiers and users are demanding new kinds of workplace and living solutions. New ways of living and working are re-defining the nature of urban spaces. The conventional programs for the office building and the functionality of the city are challenged. Co-working spaces, collaborative consumption of office space, alternative work environments, and live/work buildings and neighborhoods suggest new paradigms for building types and urban development.

Which kinds of urban spaces and buildings will best provide for new patterns of living and working? What impact will these new demands have on the design, development and procurement of spaces and buildings? The seminar will consider whether the roles of the developer, architect and designer, and the supply side of the industry, should be re-engineered and re-imagined. Each class will explore a series of propositions and hypotheses to challenge our thinking on the changing nature of development. Students are expected to be active participants and discussants in exploring new ways of thinking about development and real estate.

Summary of Requirements and Grading:

Students will read the assigned readings on a weekly basis and be prepared to discuss them in the class. The readings shall be made available on Courseworks a week prior to the class. The assignments include:

- Students will prepare a one page outline of their paper on a subject of their choice (week 3)
- A short draft of the paper (week 4)
- A final paper of around 2,500 words (week 6).
- Students will work in small groups to create a presentation highlighting their hypotheses for innovation in development and the development process needed to respond to the emerging trends identified in the class. To be presented in week 6.

Grading will be based on 70% for the term paper and 30% for class participation including the group presentation.

Class Outline:

Class 1: Exploring emerging issues for development

Introduction to the class. Expectations for student assignments and participation, and the grading structure. Introduction to the first readings. Themes: the history of the workplace in the twentieth century and the impact of technology on the role of workplaces, buildings and the city.

Class 2: From Taylorism to the Networked Office and City

The transformation of the nature of work and place as a result of the growth of networked information technology. Directions of change in thinking about the programs for workplaces, office buildings, and the city.

Frank Duffy, Work and the City, Black Dog Press, London (2008), pp.6-66.

Class 3: The distributed workplace, mobility, and the emerging architecture of work

The new expectations for global corporations that are re-defining what the landlord and the developer provide. Theories of mobile and distributed ways of working, hoteling, intensification of the use of space. Business impacts of new workplace models for the requirements for space and buildings. What kinds of buildings and places best respond to these new demands?

Tammy Johns and Lynda Gratton, 'The Third Wave of Virtual Work', Harvard Business Review, Jan-Feb 2013. pp. 66-73

Frank Duffy, "The Holistic Office", Urban Land, May 24, 2011.

<http://urbanland.uli.org/Articles/2011/May/DuffyHolistic>

Waber, B., Magnolfi, J. & Lindsay, G. Workspaces that Move People, Harvard Business Review, October 2014, pp. 69-77.

Class 4: The changing role of work and place in the city

What are the kinds of developments and types of places that respond to the emerging characteristics of user demands and organizational and technological change? Examples include new forms of procurement of space as well as hybrid and mixed use developments and buildings. We will explore some emerging typologies of development and assess their relevance and success in responding to emerging demands. What kinds of urban developments will best respond to the emerging ways of working and living?

Andrew Laing, "Work and Workplaces in the Digital City", CURE, The Center for Urban Real Estate at Columbia University, November, 2013

<http://www.arch.columbia.edu/centers/cure-center-urban-real-estate/publications>

Class 5: Augmented urbanism and the sentient city

Implications for the future: what are the innovations that developers will need to consider as a result of new technologies, new ways of working and living, and new types of buildings and places? We will explore new technologies for geolocation and their impact on how organizations and individuals use the city. What is the role of 'place' in an increasingly virtual world? How should the developer, the architect, and the city respond? Should the conventional supply chain of development be re-designed?

Mark Shepard, (editor) Sentient City, Ubiquitous Computing, Architecture, and the Future of Urban Space. The Architectural League of New York, MIT Press, 2010, 'Toward the Sentient City', pp. 16-37.

Class 6: Exploring directions for innovation in development

Final review of key themes and issues. Groups of students will present their hypotheses on how development and the development process will need to innovate in response to the emerging demands identified in the class.