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Purpose and Contents

The purpose of this visioning document is to set the stage for future programming and design work on the new Lassonde Living & Learning Center. A foundation for the development of specific programmatic requirements, this document is intended to identify the attributes and characteristics that will distinguish the Center as a completely unique facility, reflecting the Center's unique approach to entrepreneurial education.

Contained herein are not specific room types or space allocations, nor an exhaustive list of every anticipated space or function to be contained in the facility. This document contains

recommendations on the **unique and important activities** that should be included, the attributes that contribute to **development of a culture** of innovation and entrepreneurship, and the approaches to a **governance** that will support the start-up and operations of such a facility.

Included as a foundation for these recommendations is an outline of the curatorial process used to identify, examine, and distill the ideas; and the data and analysis gathered through the research. The recommendations include a library of example photographs, characteristics, and attributes.

Curatorial Team

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Content Curator

Steve Clark is a licensed architect, and co-founder of clark | huesemann. He manages the strategic direction of the firm as well as leading many design and planning projects. He brings expertise in ethnography, conceptualization, sustainability and project definition. Design leadership, skilled facilitation, and insightful planning are strengths that Steve brings to every project. His work spans the country from California to Florida with a track record of repeat work that speaks to his abilities to build consensus with diverse stakeholders, develop innovative solutions, and create projects that make a difference.

clark | huesemann
Manager | Analyst

Jane Huesemann is a licensed architect, and co-founder of clark | huesemann. She manages the strategic direction of the firm's operations as well as leading many design and planning projects. Jane's skill set includes listening, project planning and strategy, research, management, and design and materiality. Jane is particularly interested in the exploration of ideas, and the relationship between society, culture, and the built environment.

ARUP Foresight
Analyst | Facilitator

Francesca Birks is a Senior Consultant & Facilitator with Arup's Foresight & Innovation team. She works to promote and develop thought leadership and innovation within Arup's various businesses as well as for external clients. She also actively supports the strategic planning activities of some of Arup's core markets and businesses. Francesca is particularly interested in human-centered foresight and in engaging public stakeholders in a collaborative design process.

ARUP Foresight
Specialist | Analyst

Karin Giefer has experience working in design, construction and project management on a wide variety of projects. Ranging from representing government agencies on the renovation of 6.5 million square feet at the Pentagon, to developing sustainable training for Siemens and US Citizens Immigration Services (USCIS), she has developed an aptitude for flexibility and competence at coordinating goals in the face of deadline pressures and budgetary constraints without losing an edge for details and the ability to manage against set metrics.

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The Lassonde Entrepreneur Institute

The David Eccles School of Business and the Lassonde Institute are developing a unique campus environment to enhance and expand the student experience through the creation of the Lassonde Living & Learning Center which will combine 400 units of student housing with 20,000 square feet of entrepreneurial and innovation space called the "Student Garage." The combination of residential space with a dedicated facility for students to tinker, invent, and launch companies will create matchless learning experiences and a campus resource that cannot be found anywhere else.



The Lassonde Entrepreneur Institute

The Lassonde Entrepreneur Institute creates unique student experiences through technology commercialization, business and innovation competitions, social entrepreneur and business discovery programs. These programs are made possible by the generosity of the Lassonde Family, Zions Bank and other sponsors. Lassonde Entrepreneur Institute programs include:

Lassonde New Venture Development Center:

A graduate business program for all majors where students are paired with a faculty inventor and spend the year preparing a commercialization plan for a new technology

Lassonde Social Entrepreneurship Program:

Graduate students spend an academic year working on critical social problems using fundamental entrepreneurship skills

Lassonde Health Gaming Initiative:

A graduate program for students interested in the development and marketing of health-related video games

FoundryUtah:

A business discovery community where entrepreneurs can start acting on their business ideas and access resources to help them along the way

FIRST Lego League:

A youth outreach program that inspires innovation and robotics. Campus faculty and students host tournaments to celebrate the students' innovative projects

The Lassonde Entrepreneur Institute

The Utah Entrepreneur Series (UES): Statewide competitions and entrepreneurial training program involving over 2,000 students annually. The student idea and business plan competitions bring together students from the University of Utah to compete with and learn cooperatively with students from ten colleges and universities in the state of Utah, including Utah State University, Utah Valley University, Brigham Young University and Westminster College. Scholarships are awarded to students at 11 schools and over 2,000 students participate annually. The UES is run entirely by students on scholarships provided by the Lassonde Endowment or donor support and is made up of the following:

Student Entrepreneur Conference: Provides a one-stop-shop for students interested in entrepreneurship and innovation each fall semester

techTITANS (Fall): Students receive instruction in the idea-to-development process and compete with their peers for the best idea submission

greenTITANS (Fall): Competition that rewards students for developing environmentally-conscious ideas

Opportunity Quest (Winter): Program focused on addressing the executive summary stage in business development and is held on 12 campuses across the state

Utah Entrepreneur Challenge (Spring): One of the largest business plan competitions in the nation, students from across Utah develop full, comprehensive business plans

The Lassonde Entrepreneur Institute

The Lassonde Entrepreneur Institute will continue to build on the existing relationship with other student programs. These programs include:

Bench to Bedside: A competitive opportunity for medical students, engineering students and business students to collaborate to develop or improve medical devices

StaC: A startup center for students that helps to turn ideas into reality by executing student business plans and connecting students with resources

Business Scholars: A year-long experiential learning program for incoming freshmen who are immersed in the theory and practice of business disciplines through detailed case studies

Innovation Scholar: Students learn how to solve problems that inspire them by engaging in interesting classes, volunteering, personal passions and other related opportunities

Comments from our Discussions

EAE Program

"The student's big IDEA does not...seldom does, relate actually to their major or course of study."

"...artists and engineers working hand in hand."

"can't have enough white boards"

Business Scholars

"When it comes to freshmen, and in particular freshmen housing, we have to find a way to get them out of their houses to encourage experiential learning."

"We need to make the process visible; to help them visualize the outcome of failure as learning."

Entrepreneur Club

"It's simple, we need access to resources to prototype, access to other people with skills we don't have, and access to mentorship."

Foundry

"Patterning yourself after 'best practices' gives you what everyone else is doing."

"...the Foundry is a machine designed to reliably produce human capital."

"A place where you can access a community, where interesting people are, is more important than the ability to access equipment."

Honors Housing

"Provide fireplaces inside and out where you see them being used and decide to join in."

"Create a sense of a large open workshop where you can see what everyone else is doing."

"Totally open is annoying."

"We want to use space on our own time versus working around someone else's open hours."

"The shared kitchen should be staffed by a nutritionist...a health advocate."

Vision & Values

Vision

Aspirations



Vision

The Lassonde Entrepreneur Institute has distinguished itself by providing student entrepreneurs at the University of Utah pragmatic, hands-on experience and the facilities to develop new business ventures. The vision for the future Lassonde Living & Learning Center is in many ways convergent with the current offering, setting a goal of extending the Institute's reach and expanding facility space to accommodate a bigger and more diverse community of student entrepreneurs.

The vision for the future facility also clearly articulates a desire to create a transformative learning experience for the students who participate in the Lassonde Living & Learning

Center. The Center will enable students to reach their goals by providing them access to iterative space, high tech resources, and connection to a creative community of entrepreneurs. This effort has never been about simply building a center; it's about creating an innovation culture which engages the wider campus and Salt Lake City entrepreneurs and in doing so inspires and strengthens relationships with faculty, students and donors alike.

Welcome to the Lassonde Living & Learning Center: an innovation community which asks you to get your hands dirty, fail fast, try again and succeed.

Aspirations

We will move away from:

...and aspire to:

- being situated within a community.....creating a community
- failing is not acceptablelook what I've learned from failing
- a culture of "you will".....a culture of "we can"
- I'm uncomfortable with what I don't know.....I've never done that before but let's try it
- I suppose I should donate to my alma mater.....I want to invest in that and hire from there
- boundaries and territory.....openness and inclusion
- a place you are expected to be.....being a place everyone wants to be
- pristine precious space.....get dirty - be noisy space
- formal learning spaces only.....do, create, and learn spaces
- their spaceour space
- theory based learning onlydreaming and doing connected to theory
- ticking boxes to fill resumes.....unique skill sets for a changing world
- interaction required by projectsrandom interaction driving new types of projects
- I met a couple people in my program.....I am working with people from other parts of campus
- department silos and communicationinterdisciplinary cross degree cross department collaboration
- I have to get a degree in X to get a job.....I can create my own future
- I'm not sure I know what to do with my lifeI discovered what I want to do with my life
- I have no idea why I had to take that core classoh, now I get why I had to take that core class
- I take the seat in the last row of classI left my name on the wall and I'm going to make sure I go back
- I am considering leaving school so I can focus on my businessI am in competition with others to stay through the summer so I can work on my business
- I spent four years at the UI got a degree in Success from the U

The Process

Methodology

Process Diagram

Case Studies

Functions

Activities

Activity/Function Matrix



Methodology

Through research and observation, conversation and criticism, a set of ideas has been curated from selected broad-based and diverse environments and experiences. This set of ideas is gathered with purpose, and curated to represent the combined vision for the Center. Through this process, we are bringing the power of observation and its value to inform and to change perceptions, to the outcomes presented here.

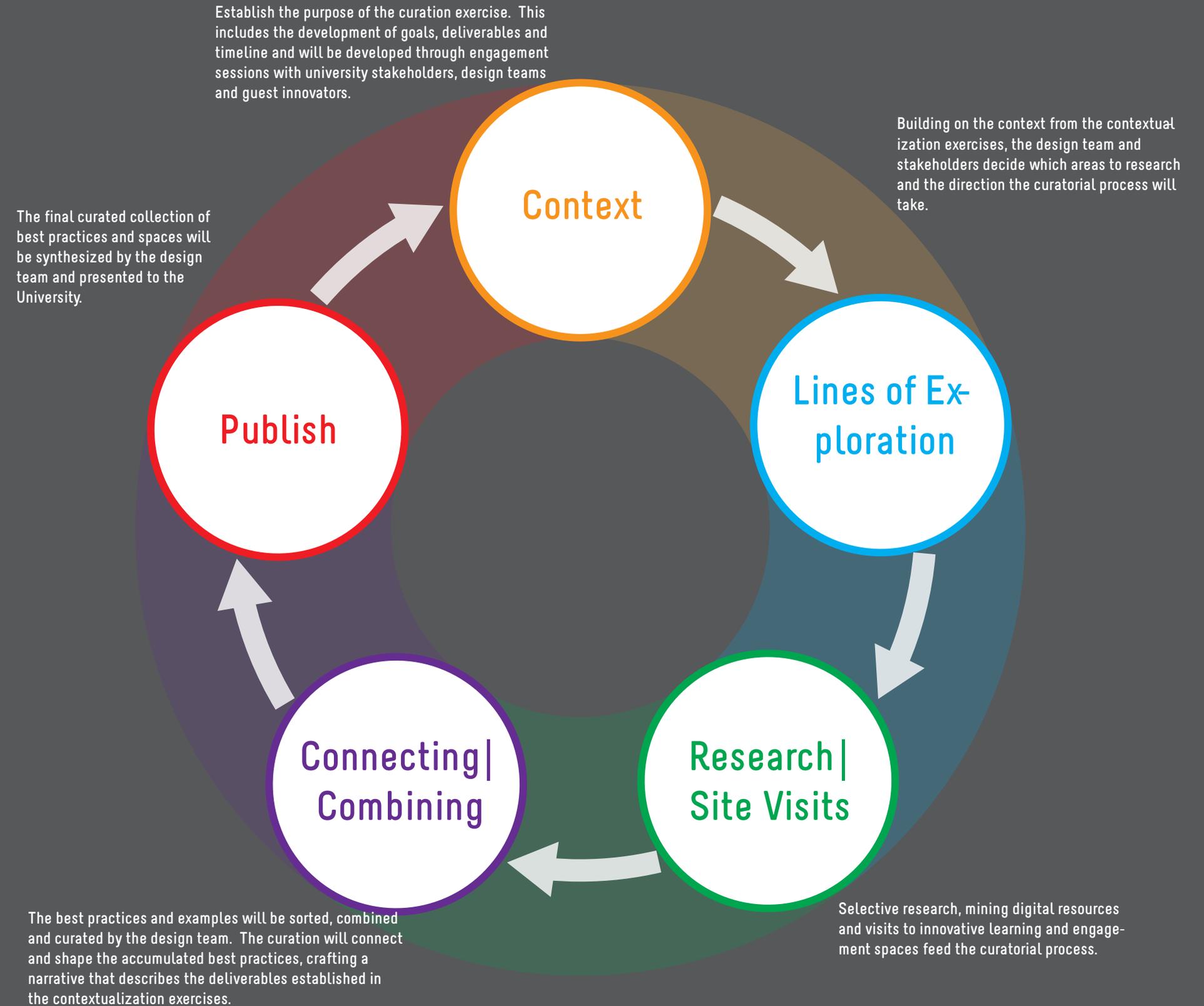
Curation has been employed as the act of deliberately organizing content around a topic in a way that informs and educates the audience. The gathering and presentation of these ideas is organized in a way that is informative and

revealing, and designed to result in a vision and narrative for the Lassonde Living & Learning Center.

This process included a combination of desktop research, trends analysis, and a series of site visits to Lassonde programs on the University of Utah campus, and case-study facilities in the San Francisco Bay Area and New York City to develop a comprehensive understanding of what makes an innovation space truly function.

From these visits we have extracted and combined, distilled, and organized a set of **recommendations and related strategies** for the Center.

Process Diagram



Case Studies

How can our everyday spaces enable us to meet our full potential as innovators and entrepreneurs?

Following is a summary of some of the organizations and exemplars that are offering environments that support the critical activities of makers, entrepreneurs, problem solvers, designers, and innovators.

Our examination of the sample organizations reveals that there are defined functions for each of the locations and that there are a set of activities which each of the environments endeavor to support through the design of their space, the tools, infrastructure and programming they provide.

This initial set of case studies includes all locations visited, and additional locations that were included in our desktop research.

Functions

These headings identify the six 'functions' we have defined to categorize our sample organizations. While these headings are by no means exhaustive of the diverse array of space types and uses, they provide a framework for research and a common language for comparison.

Mh Maker/Hacker Spaces

St Spaces for Startups

CW Co-working Spaces

LW Spaces to Live and Work

Ac Academic and Educational Spaces

Co Corporate Spaces

Functions are assigned by a combination of an organization's self-identification and our internal findings. They span a number of different scenarios, from maker-spaces established in old warehouses to gleaming new classrooms and galleries funded by major institutions. Regardless of this, each space provides an environment to foster innovation, creativity, and a community for sharing of ideas.

Activities: what spaces can do

Prototyping: Prototyping involves constructing ideas in physical space. Spaces with prototyping activities are usually equipped with various hand and machine tools and supporting equipment.

Hacker: Hacking and programming spaces are typically open spaces designed to accommodate a number of users and pieces of technology, with maximum digital connectivity

Innovation/Communication: Spaces that foster innovation and communication are typically points of exchange. These are areas where ideas can be shared, explained or overheard.

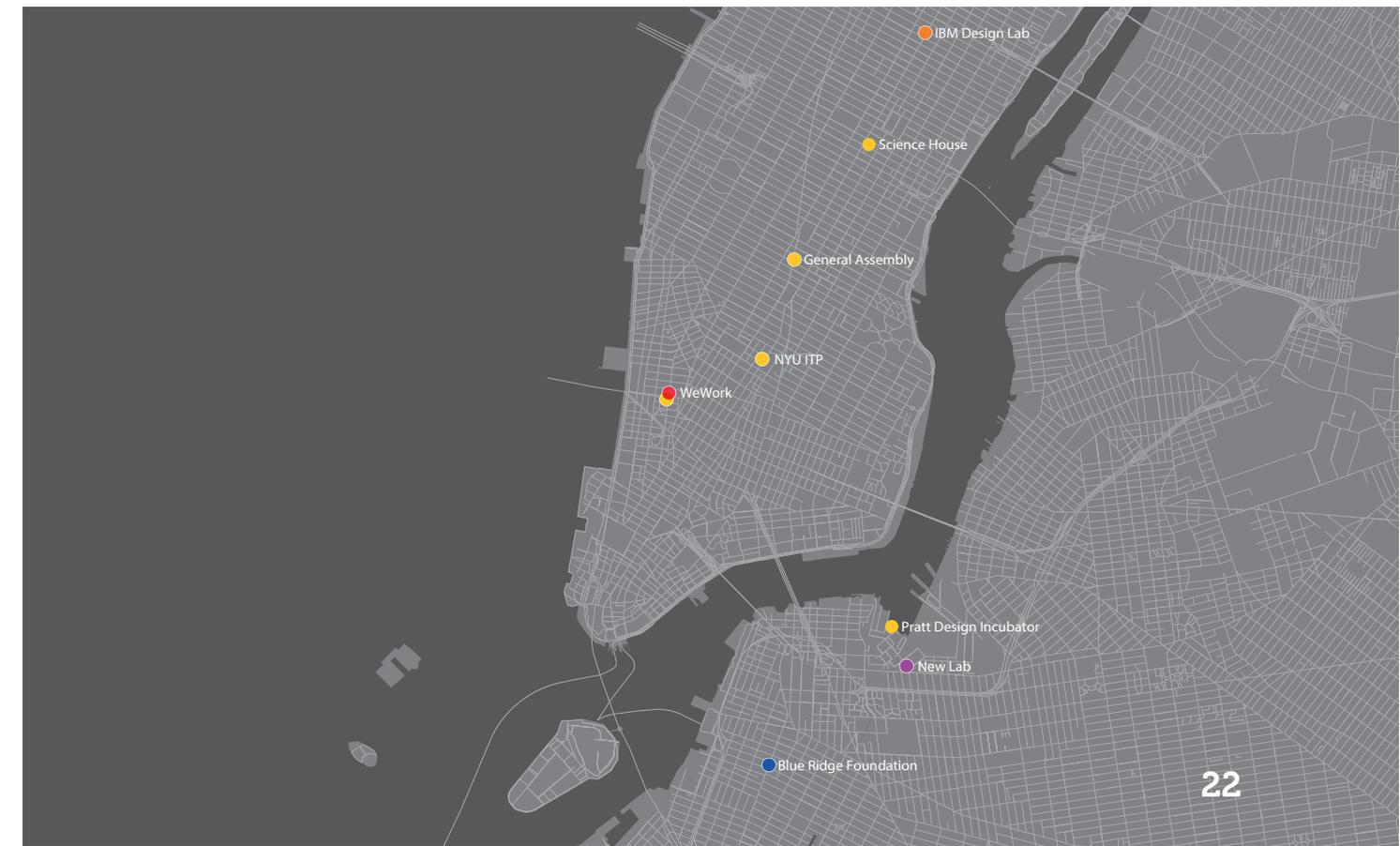
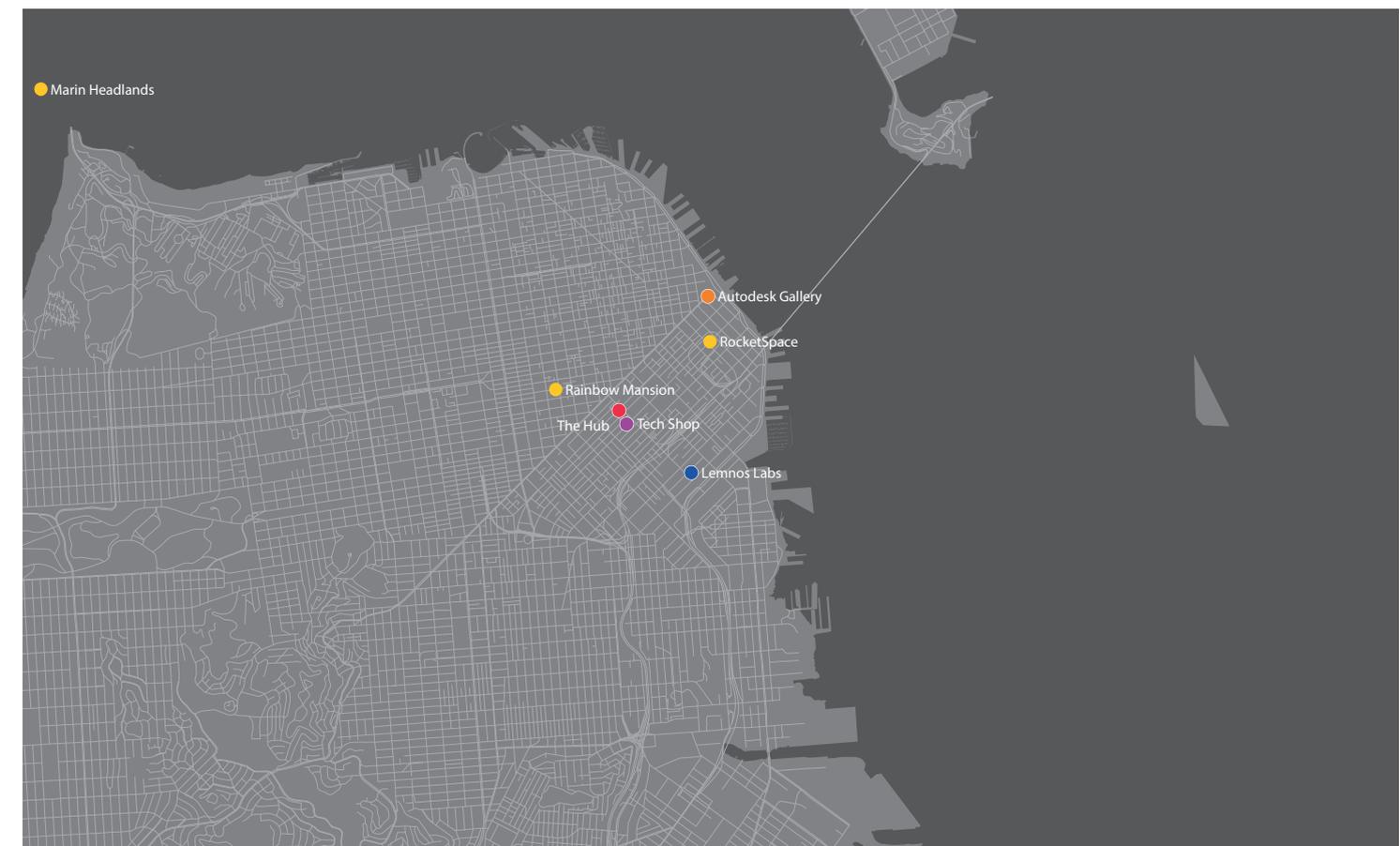
Showcase/Exhibition: Showcase and exhibition spaces offer a visible area for presenting work in public or semi-private setting.

Problem Solving: Problem-solving spaces are akin to the traditional studio. They are places to make mistakes and let the mind wander.

Learning/Sharing: Learning and sharing spaces facilitate classroom type discussions, forums or lectures.

Activity Matrix

Name	City	Function	Prototyping	Hacking / Programming	Innovation / Communication	Showcase / Exhibition	Problem Solving	Learning/Sharing
Alley NYC	New York City	NY	Coworking		•			
Autodesk Gallery	Bay Area	CA	Corporate		•	•	•	•
Blue Ridge Foundation	New York City	NY	Startup		•			•
Center for Social Innovation	New York City	NY	Coworking		•			•
Columbia Business School Lab	New York City	NY	Academic		•			•
D:School	San Francisco	CA	Academic	•	•		•	•
Eyebeam	New York City	NY	Academic		•	•	•	
GAFFTA	San Francisco	CA	Academic		•	•		
General Assembly	New York City	NY	Academic		•		•	•
Hacker Hostel	San Francisco	CA	Live/Work	•	•			
Headlands Center for the Arts	Bay Area	CA	Academic		•	•	•	•
IBM Design Lab	New York City	NY	Corporate		•		•	
IDEO	San Francisco	CA	Corporate	•	•	•	•	
Lemnos Labs	San Francisco	CA	Startup	•	•		•	•
Makeshift	San Francisco	CA	Coworking		•		•	
New Lab	Brooklyn	NY	Maker/Hacker	•	•	•	•	•
Noisebridge	San Francisco	CA	Maker/Hacker	•	•	•	•	•
NYC Resistor	Brooklyn	NY	Maker/Hacker	•	•	•		•
NYU ITP	New York City	NY	Academic	•	•	•	•	•
Rainbow Mansion	San Francisco	CA	Live/Work		•		•	•
Skillshare	New York City	NY	Academic	•				•
Tech Shop	San Francisco	CA	Maker/Hacker	•			•	•
The Hub	San Francisco	CA	Coworking		•		•	•
WeWork	New York City	NY	Coworking		•		•	•



Observations & Data Curation

Case Studies

- Learning Journeys
- Developing Purpose
- Understanding Relationships
- Glossary of Terms

Data and Observations

Each location has an introductory page outlining the basic organizational structure of the facility and its characteristics.

The second page for each location includes photographs and a diagram representing the observations and notes relevant to the Lassonde Living & Learning Center.

Additional photographs for each visit (when available) are included on a third page.



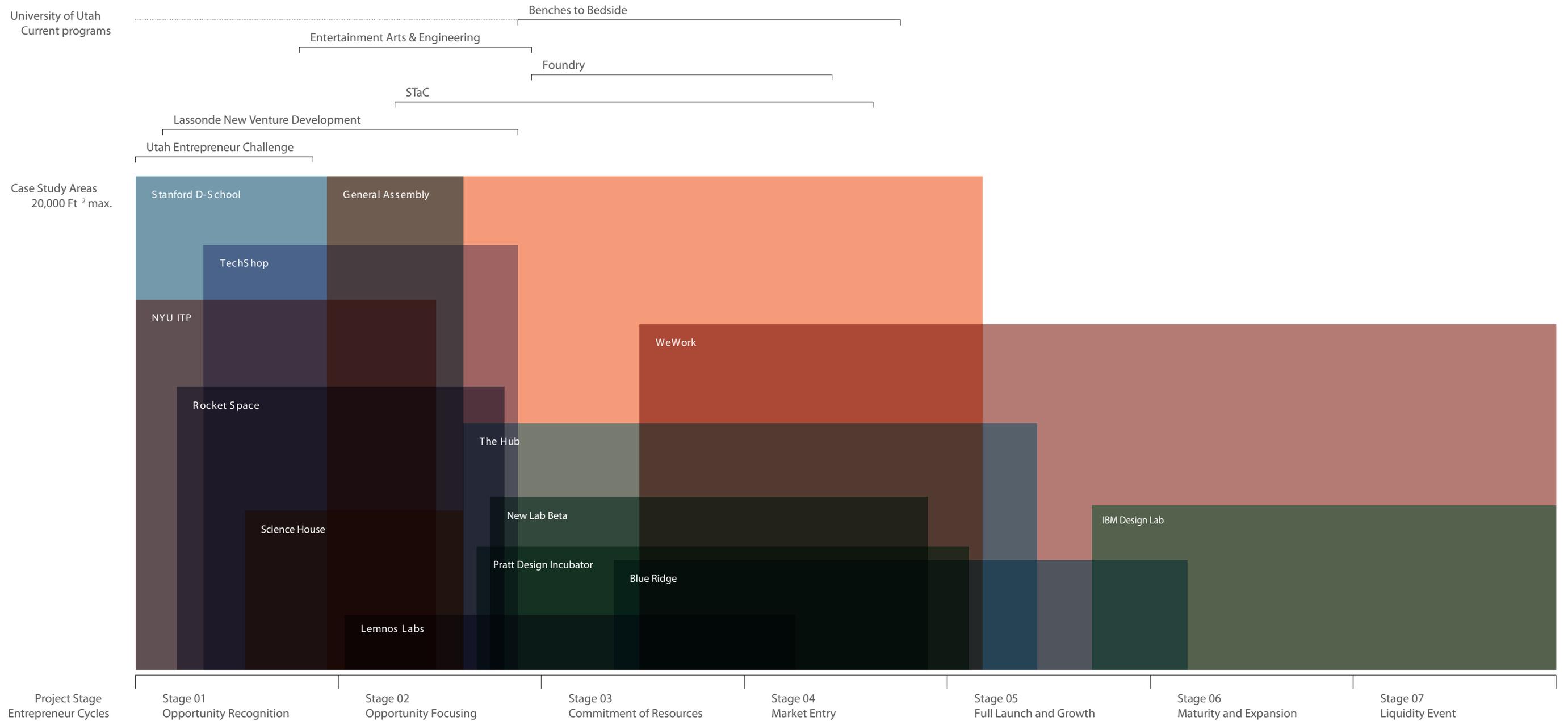
Learning Journeys

San Francisco Visits

RocketSpace
Headlands Center for the Arts
Autodesk Gallery
Lemnos Labs
TechShop
The Hub - Bay Area
Rainbow Mansion
Stanford D: school

New York Visits

Blue Ridge Foundation
Pratt Design Incubator
IBM Design Lab
Science House
WeWork
General Assembly
NYU ITP
Macro Sea (New Lab)

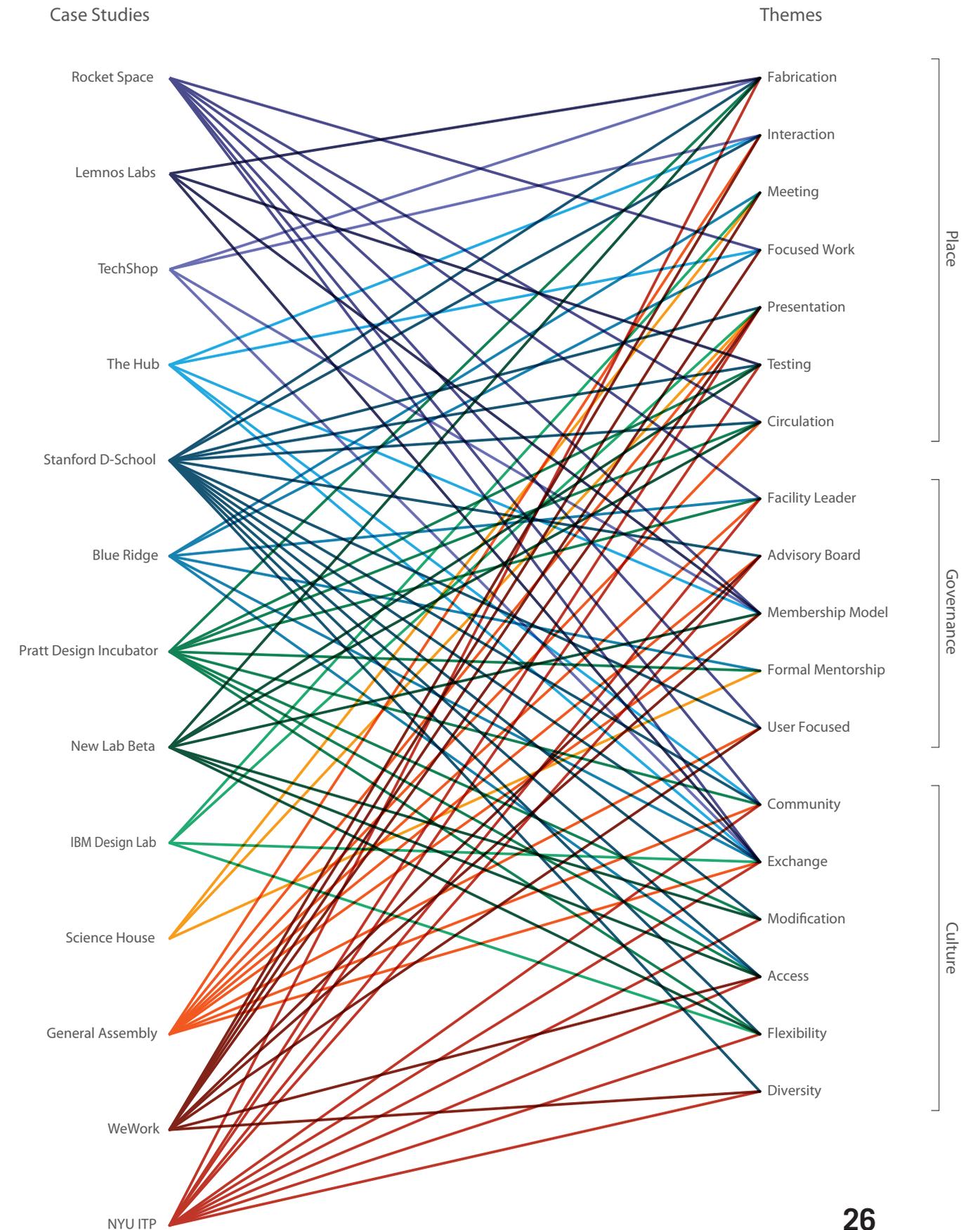


developing purpose

Overlaying the current Lassonde Entrepreneur Institute programs and the entrepreneurial process with the various case study visits presents an opportunity to build on the center's purpose, and target the facility toward key aspects of the process.

Understanding relationships

This graphic shows the relationship between each of our case study spaces and three themes that have emerged: governance, space, and culture.



Glossary

MISSION

BUSINESS
NON PROFIT
EDUCATION

SCALE

VIRTUAL

Assets and interaction are available through the internet.

GLOBAL

Entities with similar programs in multiple countries.

NATIONAL

Entities with similar programs in multiple cities in the US.

LOCAL

Entities with a single location.

METHOD

CREATIVE | ART

Programs have an art focus. This could be in a classical sense or in the blending of digital media and tech with aesthetic concerns.

HACKER | MAKER

Hacker/maker spaces focus on exploration. They encourage experimentation with tech and art and provide space and resources for members to explore their projects with other hackers/makers.

STARTUPS

Programs that are either a new startup themselves, or that focus on the development of startups.

CO – WORKING

Working together in the same space. Co-workers can be working on related or non-related projects. Values interaction and access to multiple influences.

LIVE | WORK

Live Work spaces either have residency programs, with residents who guide the vision of the agency, or are living spaces that host a variety of people, often from different fields.

EDUCATION

Education spaces offer classes, on site or virtually.

PROXIMITY

Proximity means the close spatial relationship of different program spaces. This is different from co-working, where multiple disciplines occupy the same space.

INFLUENCE OF DIVERSITY

Members from different disciplines work in a way that allows them to inform and be inspired by each other's work.

MIXED VS FOCUSED

Different spaces allow for an idea to be tested at different scales. Large meeting areas with adjacent semi-private break-out spaces.

MENTORS| SUPPORTERS | CONSPIRATORS

Availability of influences outside the entrepreneurs' team. This could include established experts in the field or people who provide infrastructure like business services and financial advice.

DISRUPTORS | GAME CHANGERS

People or entities who break new ground in a field or bridge gaps between different fields.

PUBLIC ENGAGEMENT

Programs that deliberately engage the public. For example, hosting talks, public exhibitions and community learning initiatives.

SEEDING | FUNDING

The programs provide either seed money or direct access to investors.

RocketSpace is an accelerator for high growth, seed funded tech startups. They provide resources that every startup needs to accelerate: access to top talent, tier 1 venture capital, and blue-chip brands representing millions of potential customers.



The RocketSpace Corporate Innovation Program fosters symbiotic relationships between technology startups and the leading corporate brands.

- Entrepreneurs have access to:
- Co-working and private office space
 - Office amenities like reception, mail distribution, coffee, soda and cleaning.
 - Drop-in use of conference rooms for meetings
 - Speakers & education classes in our dedicated events space
 - Talent acquisition resources
 - Mentoring programs

RocketSpace allows startups access to a variety of human resources, from resident mentors to expert lecturers in innovation. They also connect startups with established brands.

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CREATIVE | ART
HACKER | MAKER
STARTUPS
CO - WORKING
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EDUCATION
PROXIMITY
INFLUENCE OF DIVERSITY
MIXED VS FOCUSED LABS
MENTORS | SUPPORTERS |
CONSPIRATORS
DISRUPTORS | GAME CHANGERS
PUBLIC ENGAGEMENT
SEEDING | FUNDING

CW

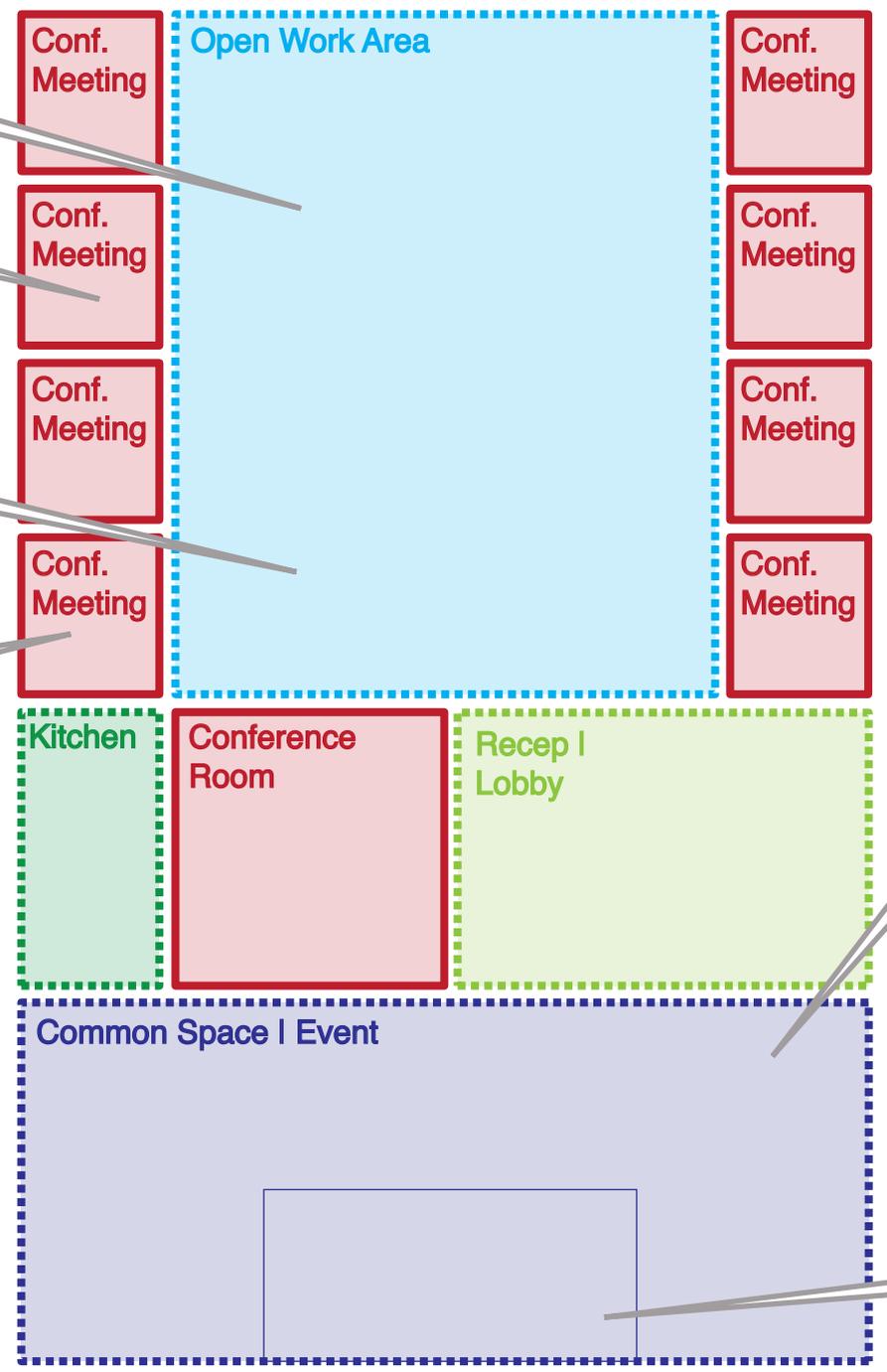
RocketSpace
San Francisco, CA

Headphones are the new walls.

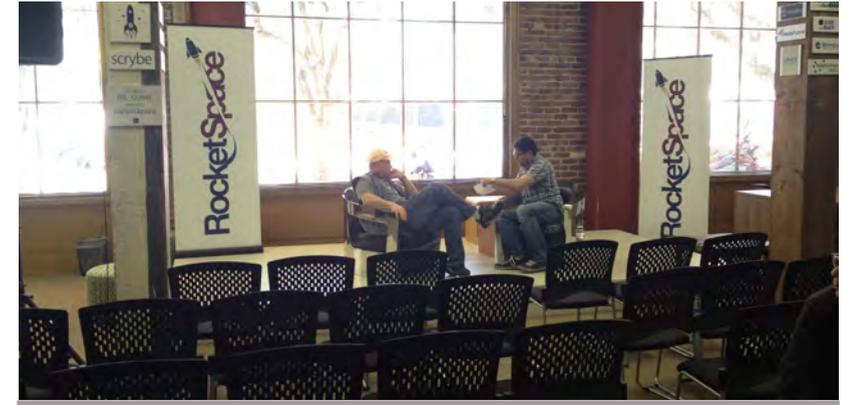
Shared amenities can be scheduled or made available on the fly.

"Phone booth" furniture is a key component of this "mostly open" work environment.

White board walls.



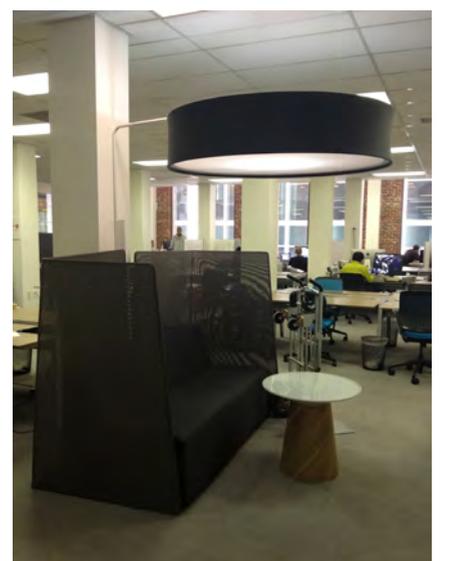
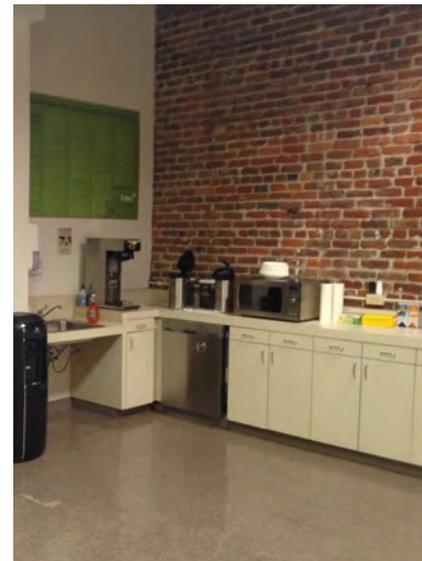
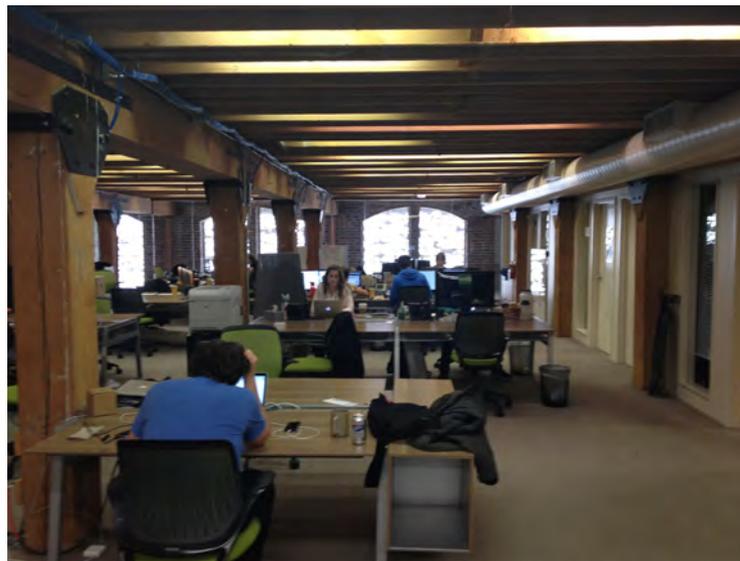
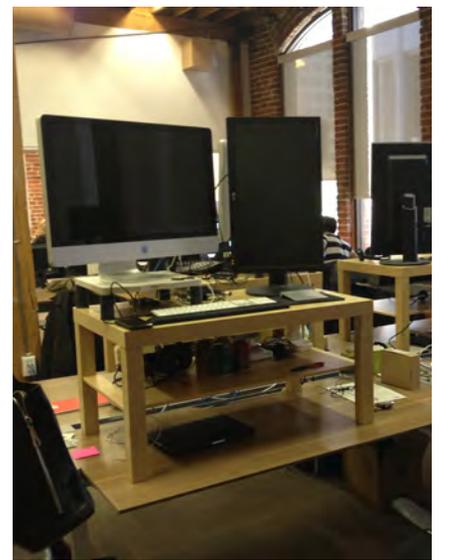
Drop in open meeting & collaboration space.



Planned social events and speakers create a community environment.



RocketSpace
San Francisco, CA



RocketSpace
San Francisco, CA

Headlands artists programs support artists of all disciplines—from visual artists to performers, musicians, writers, and videographers—and provide opportunities for independent and collaborative creative work. Their impact is evident in the lives and careers of the artists who have participated in their programs and the experiences of their visitors.

All told, more than 75 artists participate in Headlands' programs each year. By bringing together local, national, and international artists from a wide range of disciplines — including visual and interdisciplinary artists, architects, dancers, choreographers, musicians, composers, writers, and curators — their programs enable the exchange of ideas and approaches that help catalyze new cultural and social perspectives.



Headlands Center for the Arts
Sausalito, CA



"Headlands Center for the Arts is a multi-disciplinary, international arts center dedicated to supporting artists; the creative process; and the development of new, innovative ideas and artwork."

More than 75 artists participate in programs each year. By bringing together local, national, and international artists from a wide range of disciplines, programs enable the exchange of ideas and approaches that help catalyze new cultural and social perspectives.

Guest artists and thinkers lead workshops centered around the natural resources present at the Headlands Center.

About twice a month they host various public events like open houses, exhibitions, conversations, community meals, workshops, and walks. Regardless of the format, events are designed to connect visitors to art in real time.

MISSION

BUSINESS
NON PROFIT
EDUCATION

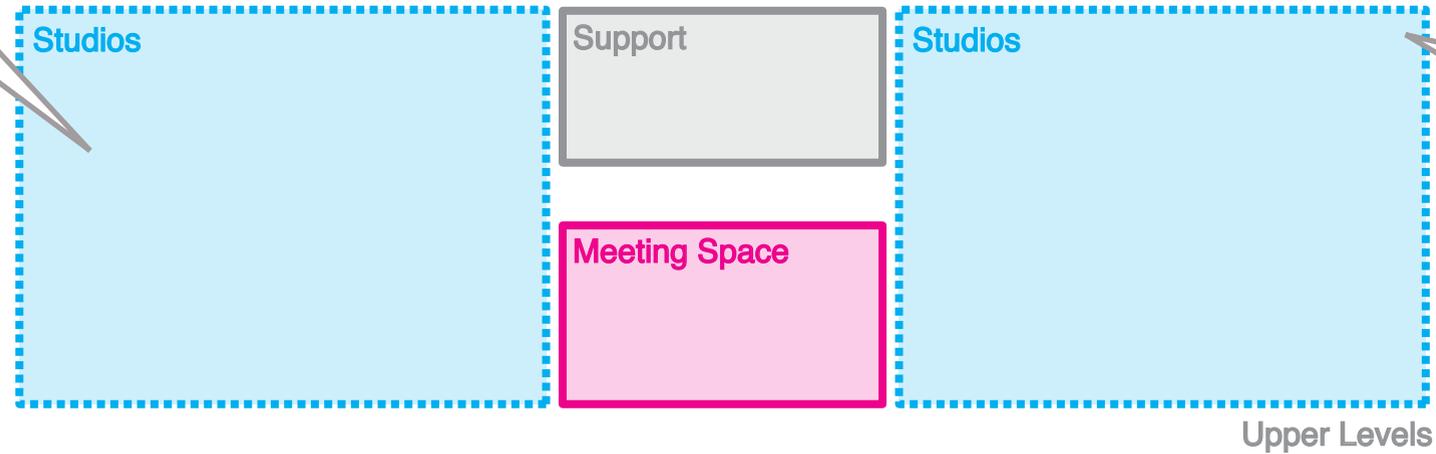
SCALE

VIRTUAL
GLOBAL
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METHOD

CREATIVE | ART
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PROXIMITY
INFLUENCE OF DIVERSITY
MIXED VS FOCUSED LABS
MENTORS | SUPPORTERS |
CONSPIRATORS
DISRUPTORS | GAME CHANGERS
PUBLIC ENGAGEMENT
SEEDING | FUNDING

Flexible open studio spaces and high ceilings provide daylight.



"Retreat" quality of the entire facility and grounds inspires introspection, creativity & innovation.

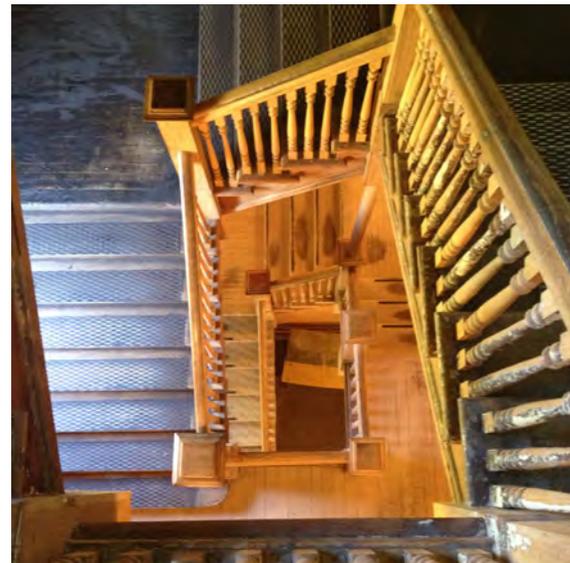
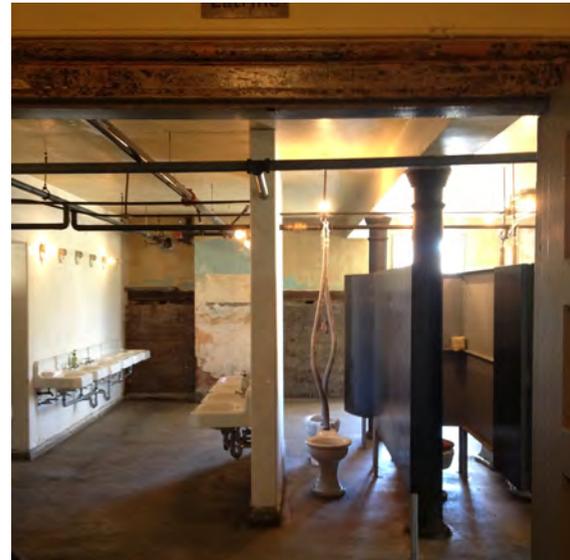


The shared meal is appealing because of its gourmet qualities -- and necessary for creating culture and encouraging cross-pollination.

AC

Headlands Center for the Arts

Sausalito, CA



AC

Headlands Center for the Arts
Sausalito, CA

The Autodesk Gallery in SF celebrates the design process. With more than 20 different exhibits regularly on display that showcase the innovative work of Autodesk customers, the gallery illustrates the role technology plays in great design and engineering.

The Autodesk IDEA Studio is a residency program for students, faculty, and industry professionals who apply design-driven solutions to problems in business, society, and the environment. IDEA Studio residents address real-life challenges by finding new and imaginative ways to use design technology with compelling and inspiring results.

Residents are given access to Autodesk's software resources and also to a selected group of Autodesk employees to serve as collaborators and mentors over the life of the residents' research.



Autodesk Gallery

San Francisco, CA

Co

"The Autodesk Gallery celebrates the power of design that turns today's ideas into tomorrow's reality."

The Autodesk Gallery shows innovative work being done using Autodesk products, in fields like architecture, industrial design, biomedical innovation and the visual arts.

The Autodesk IDEA Studio is a residency program for researchers who use Autodesk products in advanced, imaginative ways to solve problems. Researchers are given a stipend and workspace in the Autodesk offices, with access to design experts who serve as mentors and collaborators.

MISSION

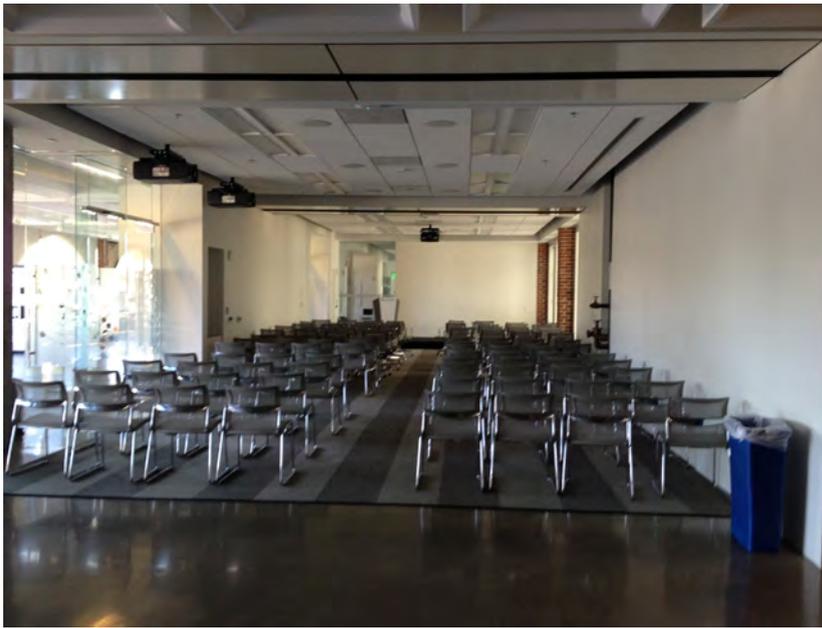
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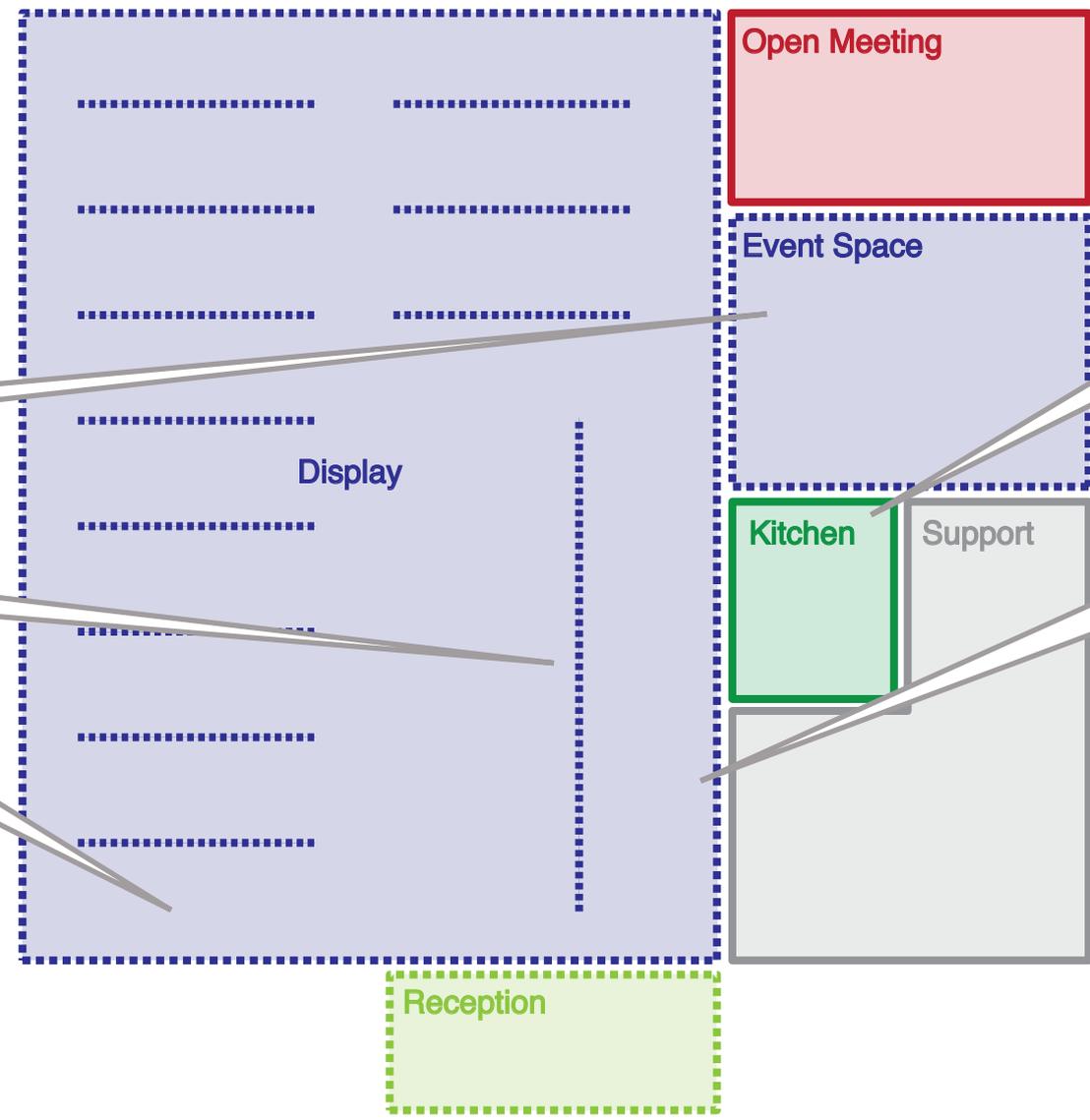
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MENTORS | SUPPORTERS |
CONSPIRATORS
DISRUPTORS | GAME CHANGERS
PUBLIC ENGAGEMENT
SEEDING | FUNDING



Planned events bring interesting people together to see the displays, and cross pollinate.

Displays showcase success stories and inspire future projects.

Overheard at the Autodesk Gallery: "Eat, Drink, Learn."



Flexible kitchen / cafe supports daily use as well as social event activities.

"Wall of fame" to honor successful efforts.



Autodesk Gallery
San Francisco, CA



Co

Autodesk Gallery
San Francisco, CA

Lemnos Labs is a hardware incubator that provides mentorship and resources for new hardware ventures. Their main focus is hardware. Most hardware startups face hazards like bad production runs, design delays, and safety recalls that can cause serious setbacks or even failure. Lemnos Labs helps entrepreneurs avoid these problems by holding regular formal design reviews and bringing together experts in manufacturing, logistics, reliability, standards and testing for feedback at every step along the way.



Lemnos Labs
San Francisco, CA

St

Lemnos is a Greek island, where Hephaestus (god of technology) had his forge.

Lemnos is an incubator, accelerator and seed-stage fund. They typically invest up to \$100K in exchange for a 2-10% equity stake. Their terms are based on the stage of the company, the experience of the founders and the amount of previously raised money.

Mentors are hardware engineers, marketing pros, founders and CEOs. They also provide:

- Warehouse space
- Access to prototyping & testing facilities
- Legal services
- Introductions to suppliers
- A 24/7 sounding board
- Weekly office hours
- Design & business reviews
- Guest speakers

MISSION

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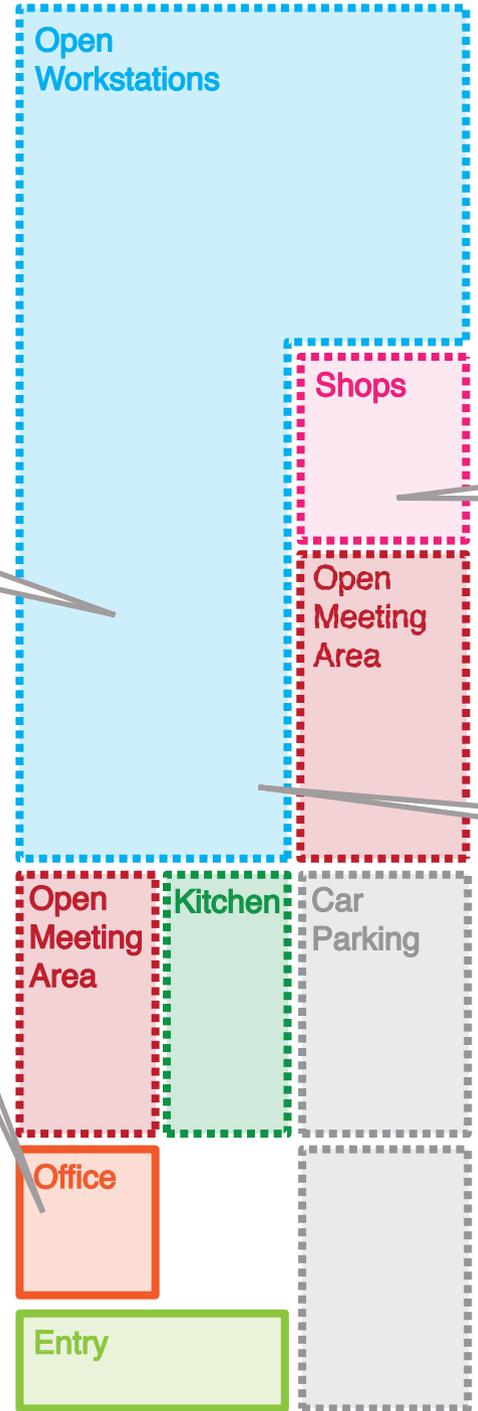
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SEEDING | FUNDING



Open layout encourages collaboration and sharing. No real separation or distinction between spaces.

Mentoring included. This is the glue that keeps people coming here.



You can get dirty here.

Durable, indestructible finishes allow for production space and "making" to occur with low risk of damage to the facility.



Lemnos Labs
San Francisco, CA

All TechShop facilities are designed to put a full range of tools and equipment at your command so you can work on your projects without worrying about how you are going to tackle each step. Need to punch a hole in sheet metal? Use the large rotary punch. Want to spot weld an enclosure? The spot welder is in the welding room. Trying to cut a keyway in a gear bore? The broach sets are in the tool cabinet. Everything is here for your use.



"A community based workshop and prototyping studio on a mission to democratize access to the tools of innovation."

Techshop facilities all over the country provide access to high tech and cutting edge fabrication and prototyping equipment. All equipment is available to all the members as well as classes in how to use the equipment. Members have access to Techshop facilities in other cities.

Techshop offers classes in how to use the high-tech industrial equipment in their warehouses. They also offer classes in software and digital fabrication.

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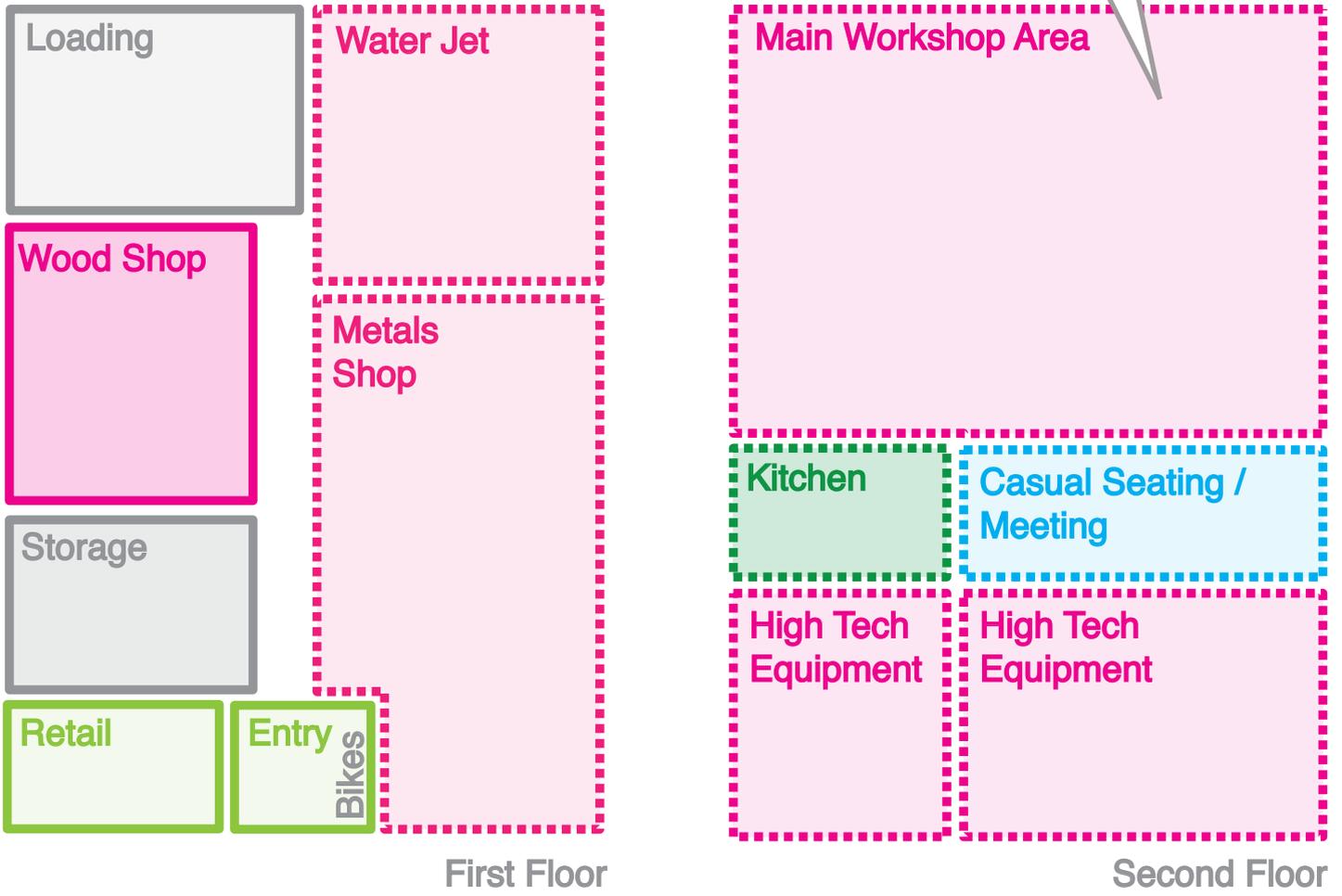
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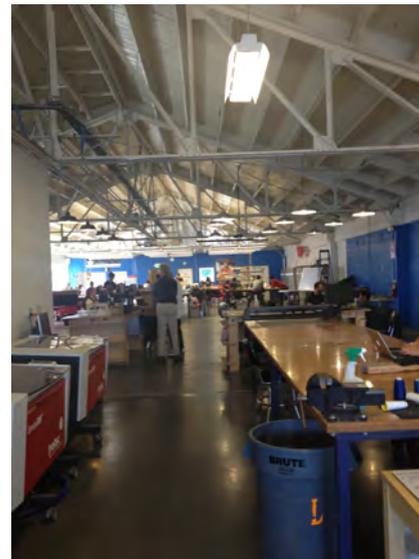
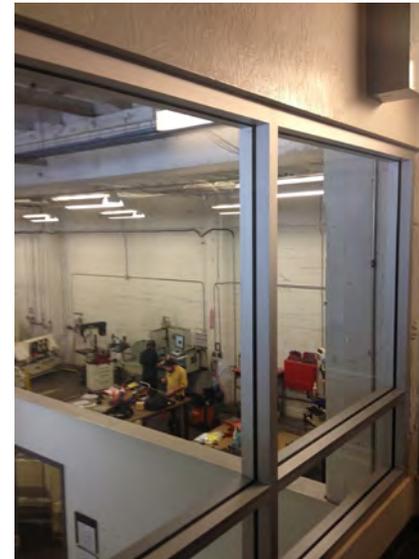


TechShop
San Francisco, CA

Training is required for use of equipment, for safety as well as for minimizing damage to the equipment. Participants can reserve equipment or use it when available.



TechShop
San Francisco, CA



TechShop
San Francisco, CA

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"Collaborative Action for a Better World"

The Hub provides a standard array of co-working resources, including workstations, a kitchen and lounge spaces.

Hub spaces on five continents allow members to connect with other like minded collaborators all over the world.
In SanFrancisco, The Hub is teaming up with other local entities (one of which, Techshop, is on our list) to provide makerspace resources in addition to their existing co- working resources.

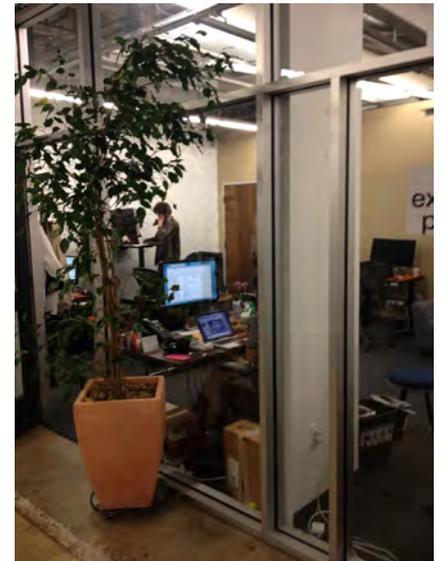
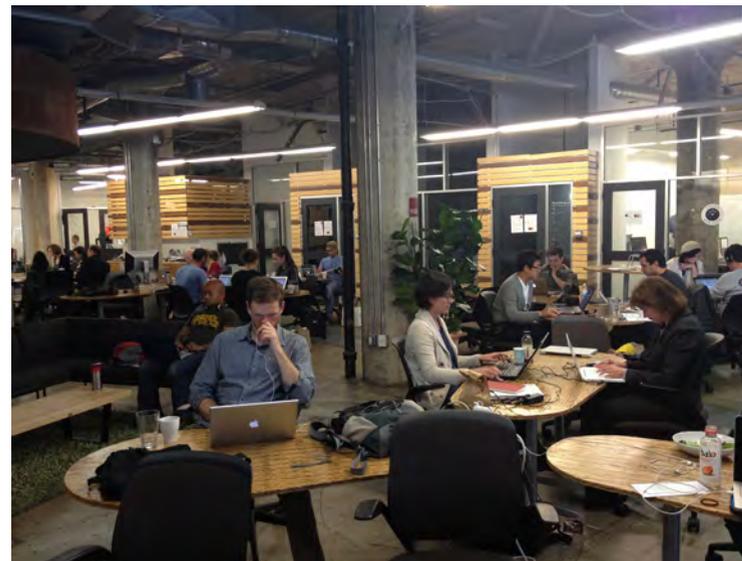
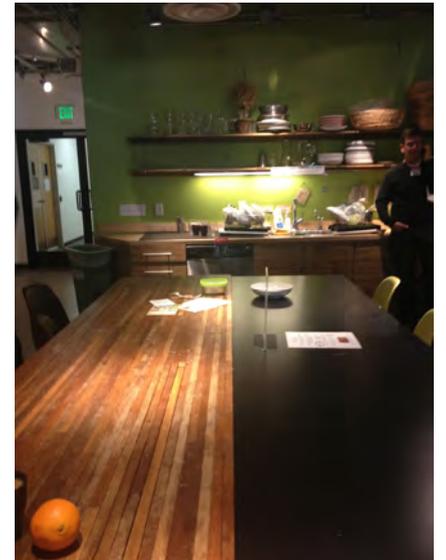
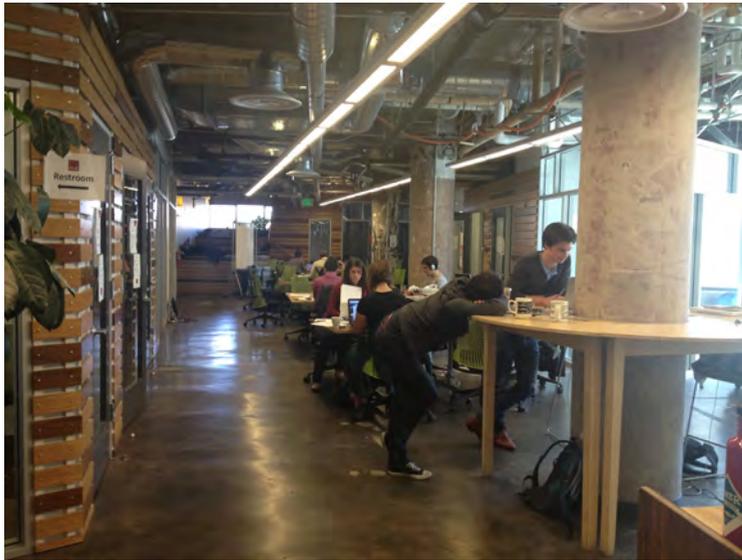
The HUB is designed to facilitate the creation of sustainable impact through collaboration. Their goal is to become a global network of connected communities that enable collaborative ventures for a better world. There are 30+ hubs with 50+ hubs in the making and with 5000+ members on 5 continents.

At the San Francisco Chronicle Building – one block from the Powell St BART station – you will find 2 floors, totaling 20,000 sq/ft of collaborative workspace. The space features an art gallery curated by Intersection for the Arts along with several meeting rooms, large event spaces, two full kitchens/cafés, and more than 125 work stations. The space also holds 20 private offices held by social enterprises, including Universal Giving, New Media Ventures, Exponent Partners, World Corps, B Lab, Beyond 12, Schaffer & Combs, Triple Pundit and more.

HUB San Francisco, Intersection for the Arts, and Tech Shop are joining forces at the location at 5th and Mission to create a San Francisco home called the 5M Project. Together, they will combine a work place and toolset for change-makers, an integrated arts incubator, and a fully equipped community workshop. The goal is to help individuals and enterprises reach their goals faster, surrounded by a community that makes everyone smarter and more effective.



The HUB Bay Area
San Francisco, CA



The HUB Bay Area
San Francisco, CA

Rainbow Mansion, located in the heart of Silicon Valley, is a 5,000 square foot commune of people who strive to change the world. The whole idea of the place is that residents aspire to something more than a day job. Their current seven residents come from five countries, and include employees of Google, NASA, Tesla, Discovery Channel, various startups, and grad students from UC Santa Cruz and Stanford.



"Rainbow Mansion is an intentional community of driven, international, passionate, and socially conscious people trying to change the world."

In the garage, Rainbow Mansion has a bio lab and workshop. Several start-ups began in the Rainbow Mansion garage, including OpenROV and Cosmogia.

The house is centered around a dining room and library of a few thousand books where we host regular salons - open discussions about everything from privacy vs. freedom of information to open vs. closed source to politics, religion and philosophy. They also have regular talks and presentations by people working on unique projects, cool startups or studying interesting topics.

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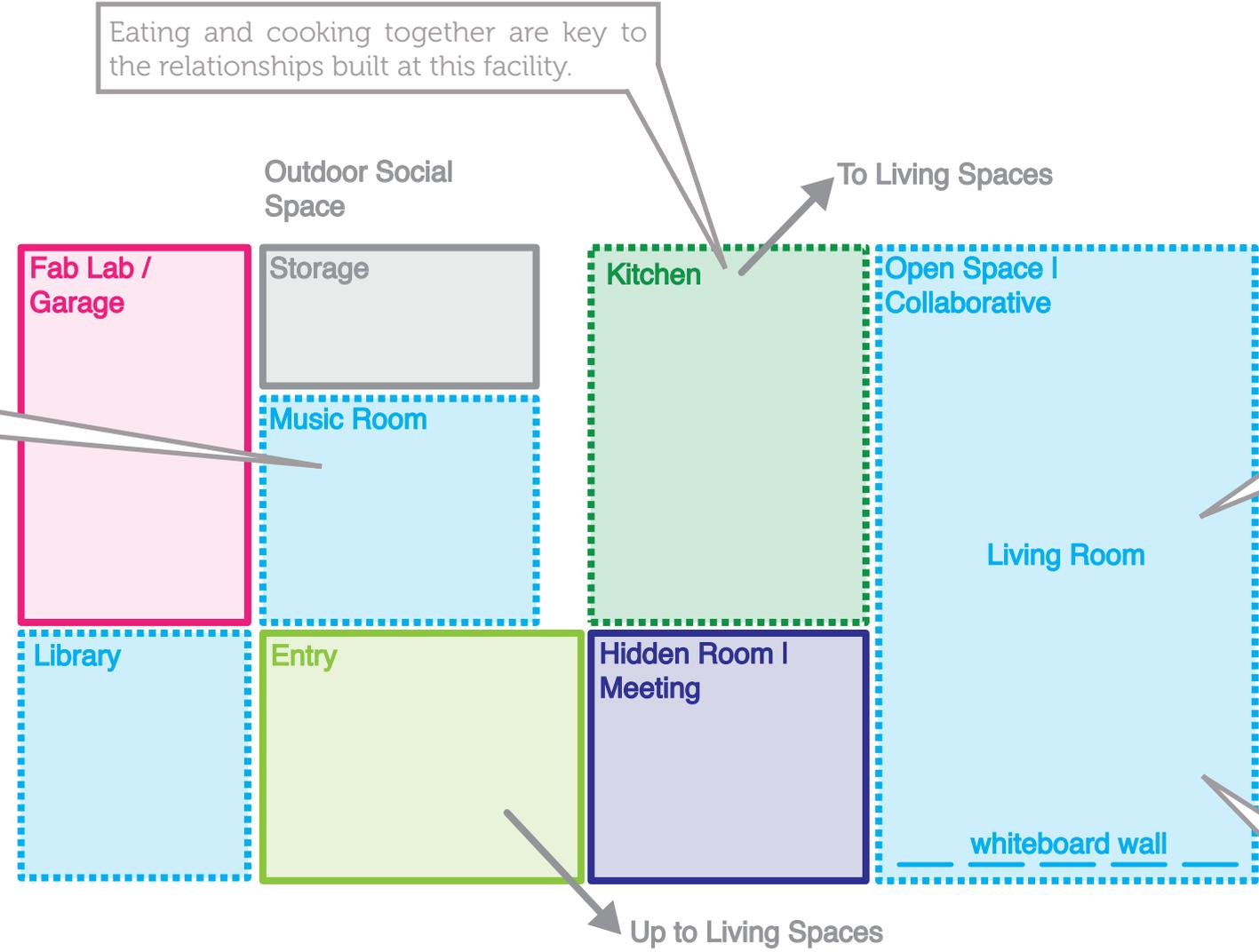
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Rainbow Mansion
 Cupertino, CA



Social spaces are an important component where residents come together both formally for meetings, and informally.



A true co-op, the members share in responsibilities such as cleaning, shopping, and management. The success is dependent upon the members, not on organizational structure or a manager.



House meetings: organized decision making is a part of the structure.



Rainbow Mansion
Cupertino, CA

The D:school is a hub for innovators at Stanford. Students and faculty in engineering, medicine, business, law, the humanities, sciences, and education find their way here to take on the world's messy problems together. Human values are at the heart of their collaborative approach. They focus on creating spectacularly transformative learning experiences, and inevitably the innovations follow. Along the way, their students develop a process for reliably producing creative solutions to nearly any challenge. This is the core of what they do.

In a time when there is hunger for innovation everywhere, the D:school think their primary responsibility is to help prepare a generation of students to rise with the challenges of our times. They define what it means to be a D:school student broadly, and support "students" of design thinking who range from kindergarteners to senior executives.



Stanford D:school

Palo Alto, CA

Ac

"Our deliberate mashup of industry, academia and the big world beyond campus is a key to our continuing evolution."

The D:school believes everyone is a student of innovation, and their open-enrollment programs are open to applicants from startups, Fortune 500 companies, non-profits and the public sector. In their workshops, executives engage in hands on, real world projects to learn the d.school's human-centered, prototype driven approach to innovation

Students are all enrolled in other degree-granting programs on campus—everything from computer science PhDs to education master's students to MD programs. Every graduate student enrolled at Stanford is welcome to apply.

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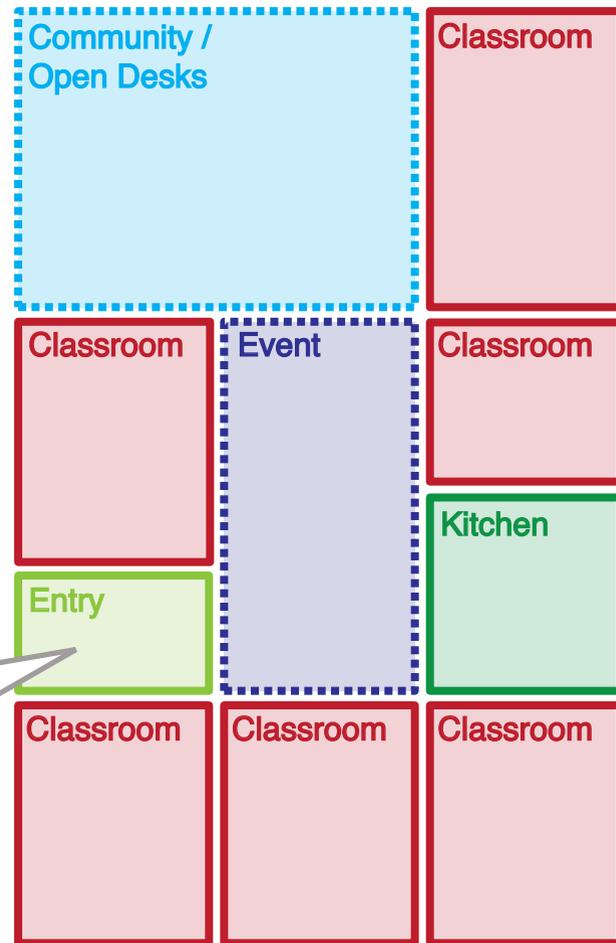
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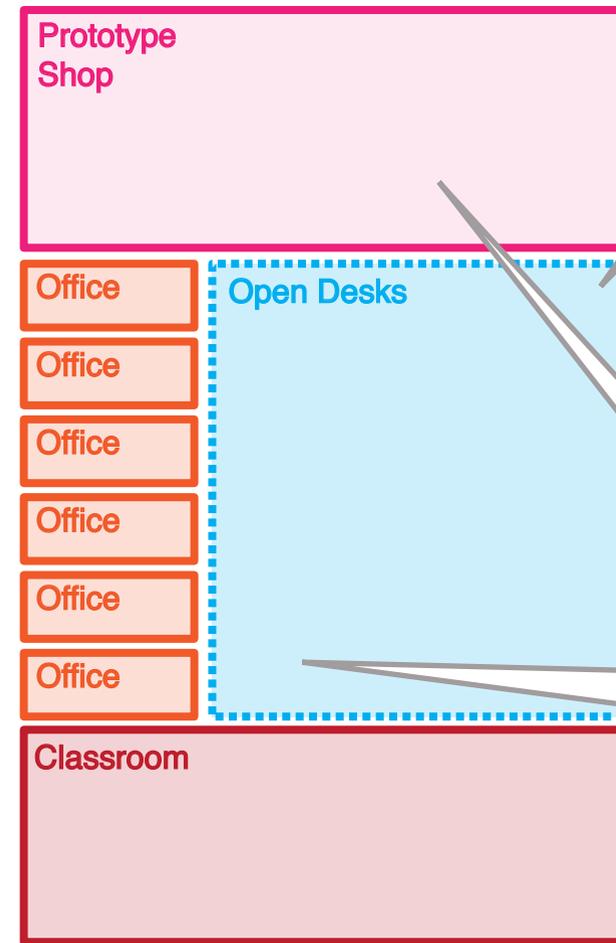


Open, accommodating space that is not reserved or owned between working times. Teams "take over" areas only while actively working. In between times, materials, supplies, & ideas are parked within the space.

Heard at the D:school:
 "If you can ask a person instead of relying on a sign, it's always better."
 "The uncomfortable stools are designed to keep people from sleeping."



First Floor



Second Floor



Portable "project centers" can store team materials between work sessions.



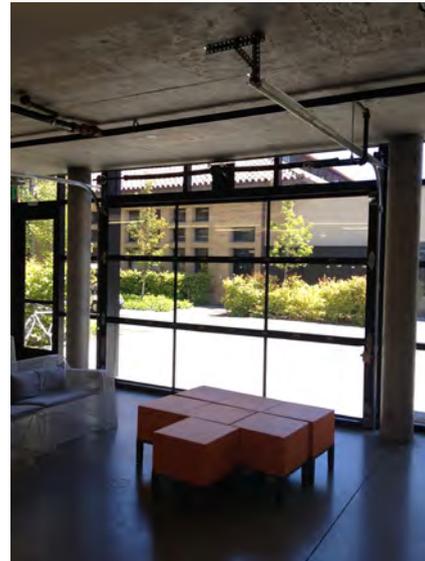
Tools, supplies, equipment very specific to the initial stage idea exploration.

Personal white boards move with you and can be stored between work sessions.



Stanford D:school

Palo Alto, CA



Stanford D:school
Palo Alto, CA

Blue Ridge Foundation New York launches technology based ventures to advance equal opportunity in America. Their social innovation incubator helps develop effective strategies for connecting people living in high poverty communities to the opportunities, resources, and support that they need to fulfill their full potential.

Most startups operate out of the Foundation's own offices which ensures access to Foundation resources and the opportunity to network with other nonprofits and entrepreneurs under the Foundation's umbrella.

Drawing on a decade of transforming ideas into organizations, they offer start-ups:

- Up to \$500,000 over their first years;
 - Free space in their Brooklyn offices for the founding team;
 - Hands-on management assistance; and,
 - Access to the Blue Ridge Community of leaders from business, technology and the social sector.
- They support both nonprofit and mission-based for-profit ventures.

In addition to full incubation, Blue Ridge is launching a "Workshop," a shorter-term program of hands-on support to accelerate and test promising ideas in 2013. Workshop participants will receive \$50,000 and space in the Foundation's offices for six months, with the possibility of continued support.

"We pursue our mission by engaging deeply with talented leaders to turn innovative ideas into sustainable, effective organizations and by working to facilitate connections among our network of grantees."

We work with nonprofits at their beginnings – often when they exist in concept only. To give new ideas the best chance of succeeding, Blue Ridge couples our seed money with significant in-kind support so that promising start-ups can test their models, and if effective, develop into lasting institutions. We offer a base of financial security, a growing knowledge base of best management practices for start-up nonprofits, and a network of community and private sector contacts that allow our grantees to truly execute their visions.

MISSION

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Blue Ridge Foundation

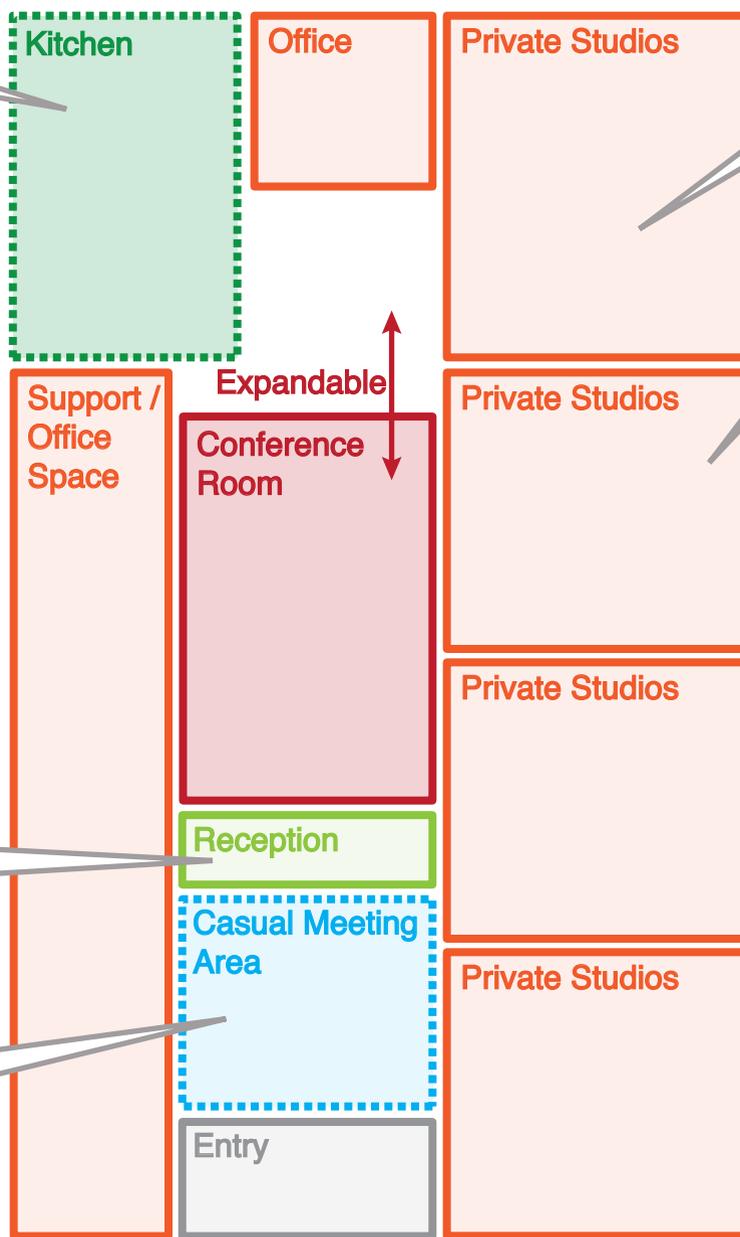
Brooklyn, NY

Social hub with shared responsibility.



Site manager / concierge is the bridge between all member companies and the resource manager.

Curated, very selective group of like-minded companies, and groups who can benefit from each other and/or collaborate on new ventures.



Highly personalized spaces.

Divided work spaces limit flexibility.



Mentoring and expert advice provided. Cross pollination is choreographed by director & manager.



Blue Ridge Foundation
Brooklyn, NY

New Lab is a 160,000 sq ft design and manufacturing center that is projected to be completed in 2014. It will support design, business incubation and prototyping/manufacturing programs.

New Lab at the Brooklyn Navy Yard is committed to the endless possibilities of tomorrow's design community. Its network of studios, collaborative work areas, and transformative technologies gathers the world's most inventive firms, individuals, and university programs to produce prototypes, experiment with complexities, and manufacture products all in one building, a massive former shipbuilding facility launched into a new era.

The Brooklyn Navy Yard Development Corporation's current plan to adapt Buildings 128, 28, and 123 as a Green Manufacturing Center will preserve the history of the Yard as an economic and industrial hub. As master tenants, Macro Sea will transform 161,000 square feet of this space into a high-tech design and prototyping center that will enhance the Yard's initiative to become a national model for sustainable industrial parks.



New Lab
Brooklyn, NY



"New Lab's stunning atmosphere will become a place where designers, manufacturers, fabricators, and institutions converge to form a center for innovation and education."

The center will provide professional quality rapid prototyping equipment, co-working and private office space, and a host of other resources to incubate and encourage a renaissance of new manufacturing in the Brooklyn Navy Yard.

In addition to providing space for leading educational institutions and design firms to expand their programs, New Lab will create project space for architects, entrepreneurs, and local innovators. These groups will be able to take advantage of high-tech workshops, communal work tables, a gallery, conference spaces, and private offices that can be rented for the short or long term as businesses expand.

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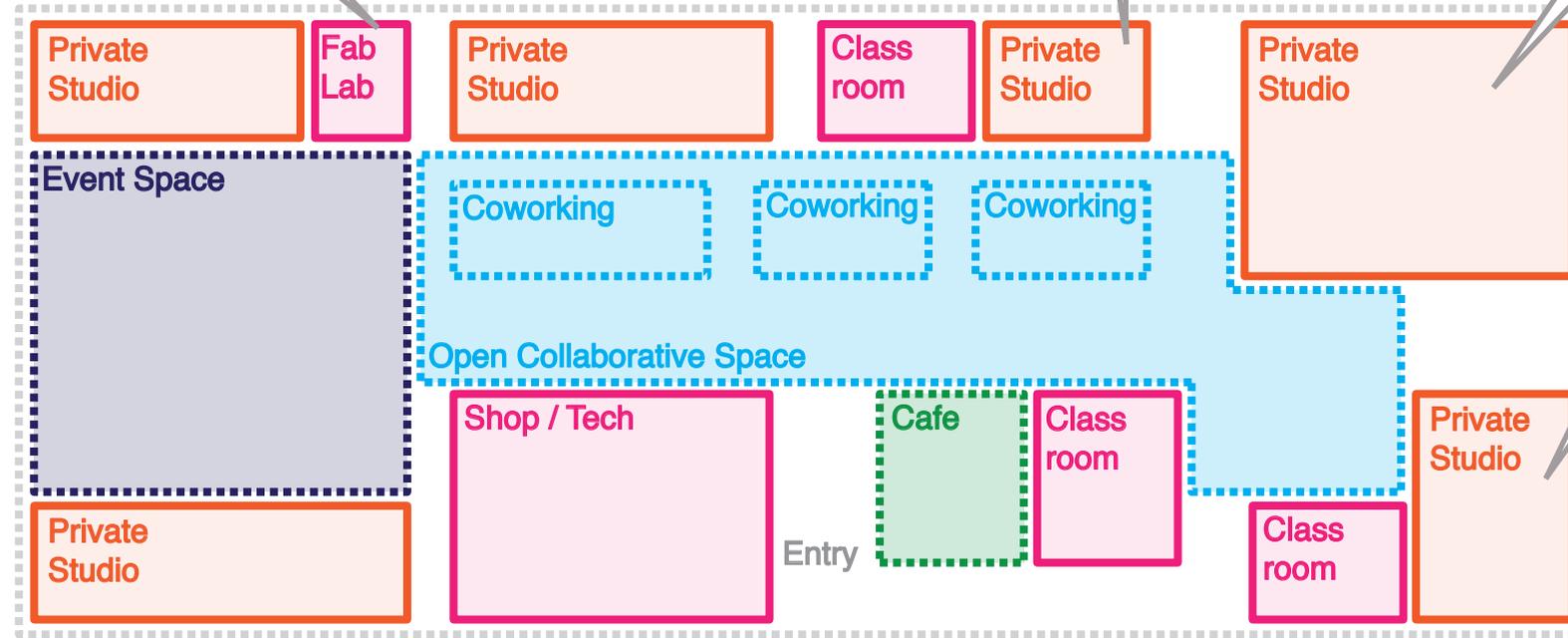
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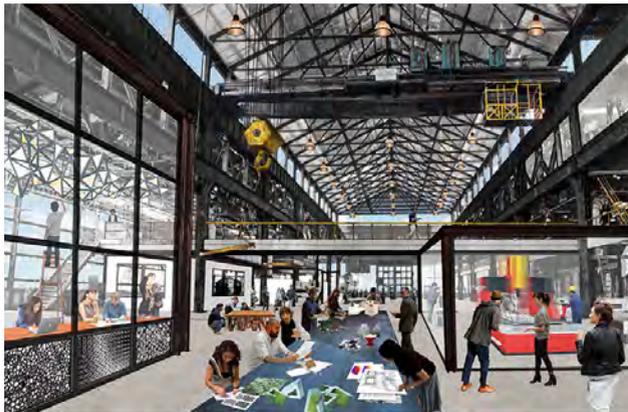
Amenities planned to support innovation.

Tenant types: designers, artists, innovators, advisors, creatives. 50% private, 35% co-working, 15% fabrication.

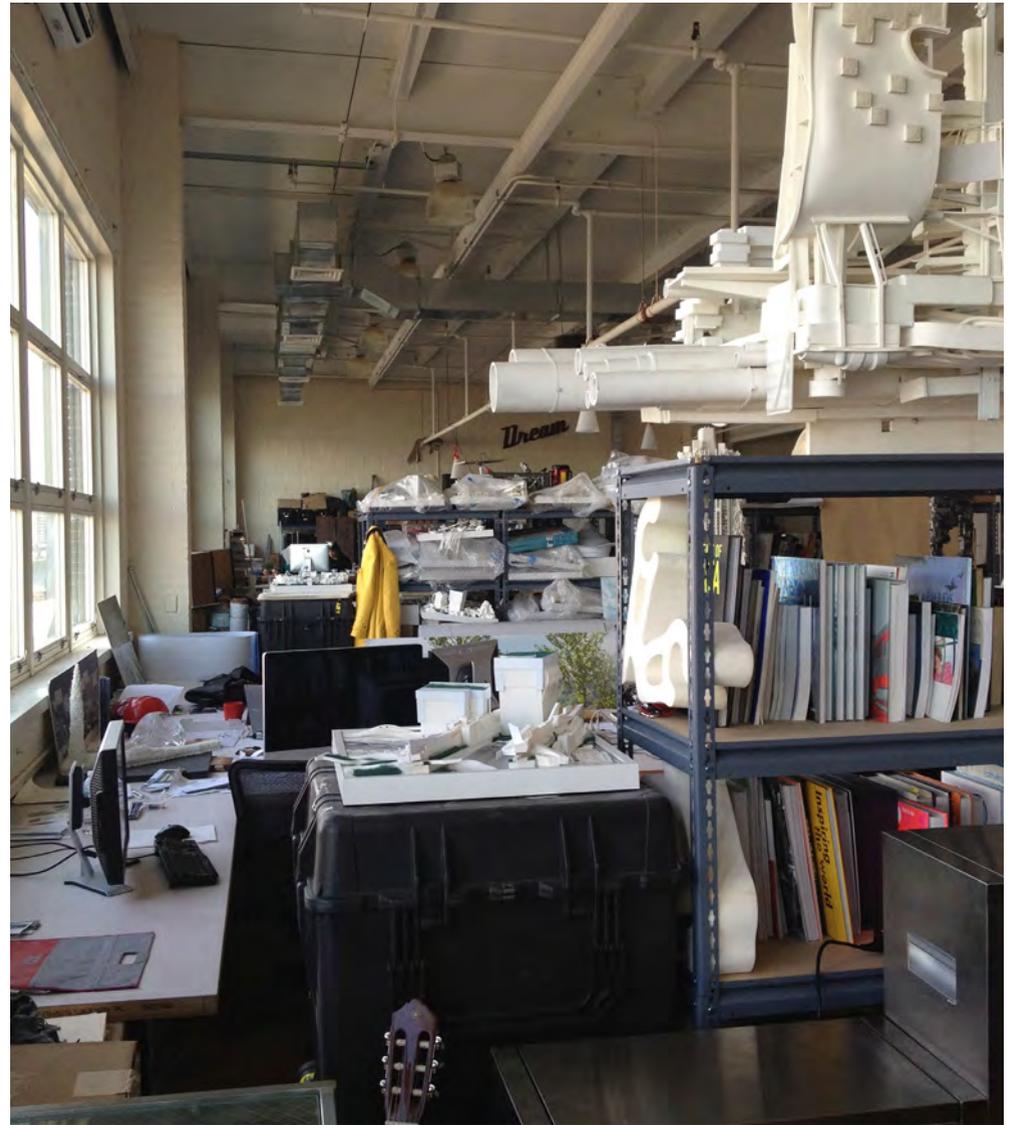
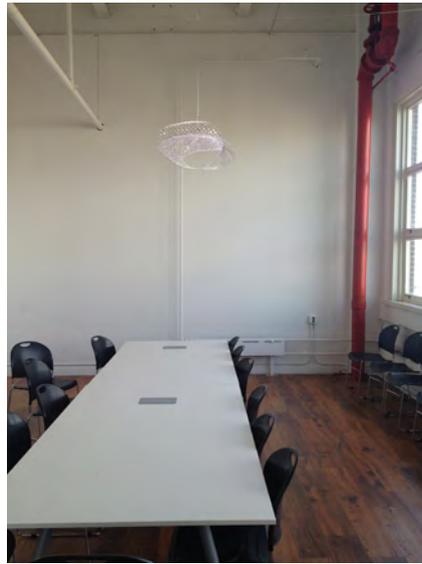
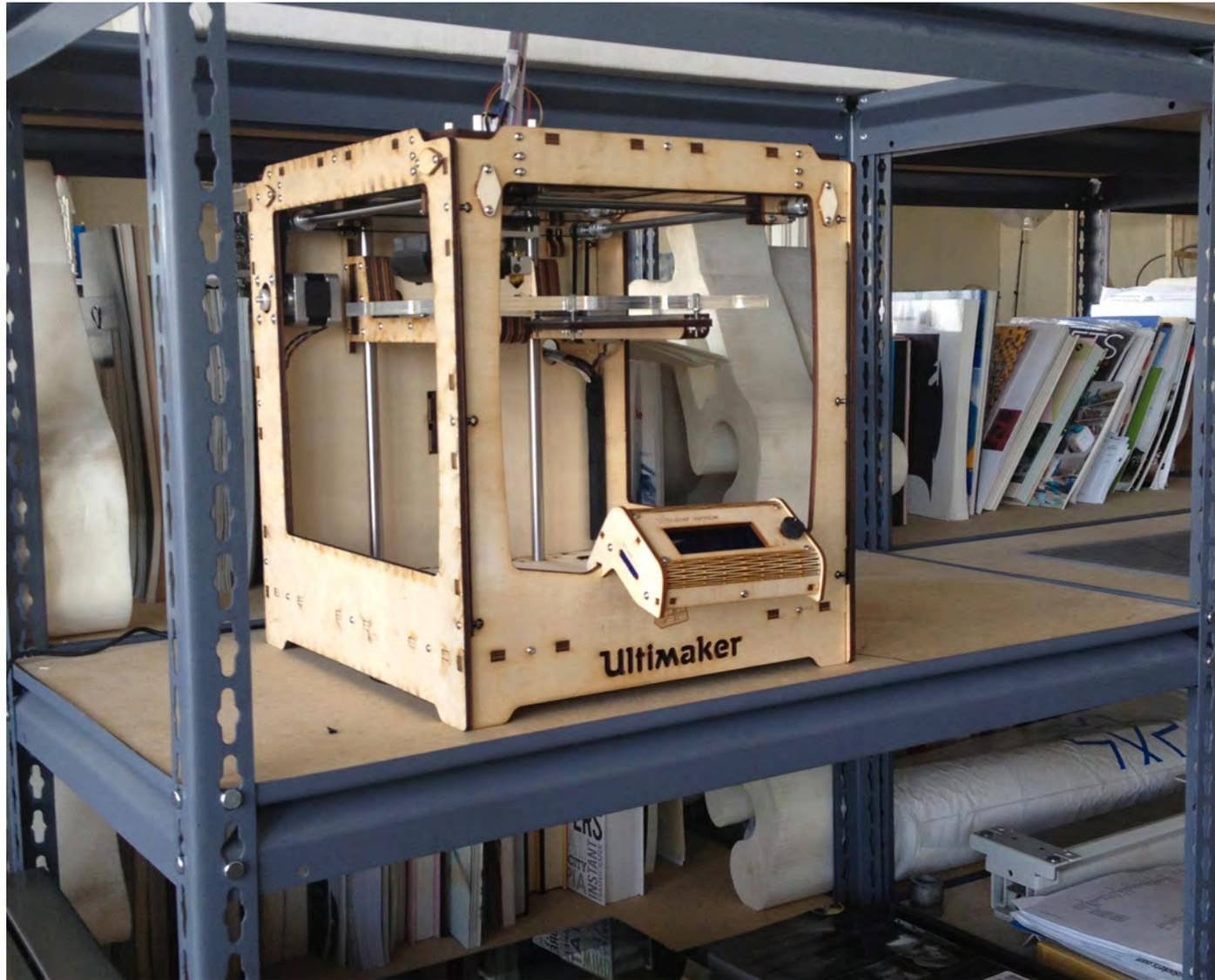
Mix of experts and service providers as formal part of the community.



A "curated" set of tenants, creating a balanced spectrum of related services, an innovation eco-system.



New Lab
Brooklyn, NY



New Lab
Brooklyn, NY

Pratt Design Incubator for Sustainable Innovation was envisioned with the purpose of creating a place for Pratt's entrepreneurial alumni to transform their ideas into viable businesses. Now open to the public, the Incubator provides space and ongoing strategic mentorship that has resulted in a thriving community of over 15 start-up businesses. To date, the Incubator has helped support the launch of over 30 new companies and created over 50 jobs in the sectors of clean energy, fashion design, product design, social entrepreneurship and green consulting services.



Pratt Design Incubator

Brooklyn, NY

AC

The Pratt Design Incubator is designed to help Pratt graduates develop their entrepreneurial ideas. They also offer a certificate program specifically for designers who want to become design entrepreneurs. Participants choose from seven distinct intensives that focus on fashion, footwear, jewelry, product design, social innovation or design consulting.

The incubator supports its start-ups with custom-tailored services for doing business in a sustainable way. They provide access to markets, networks, office infrastructure, training, talent and capital.

All Pratt start-ups have access to training curriculum in Sustainable Entrepreneurship as well as access to a diverse set of mentors. Current mentors are experts in a variety of fields, including graphic and industrial design, urban planning, new product law, venture capitalism and bio-engineering.

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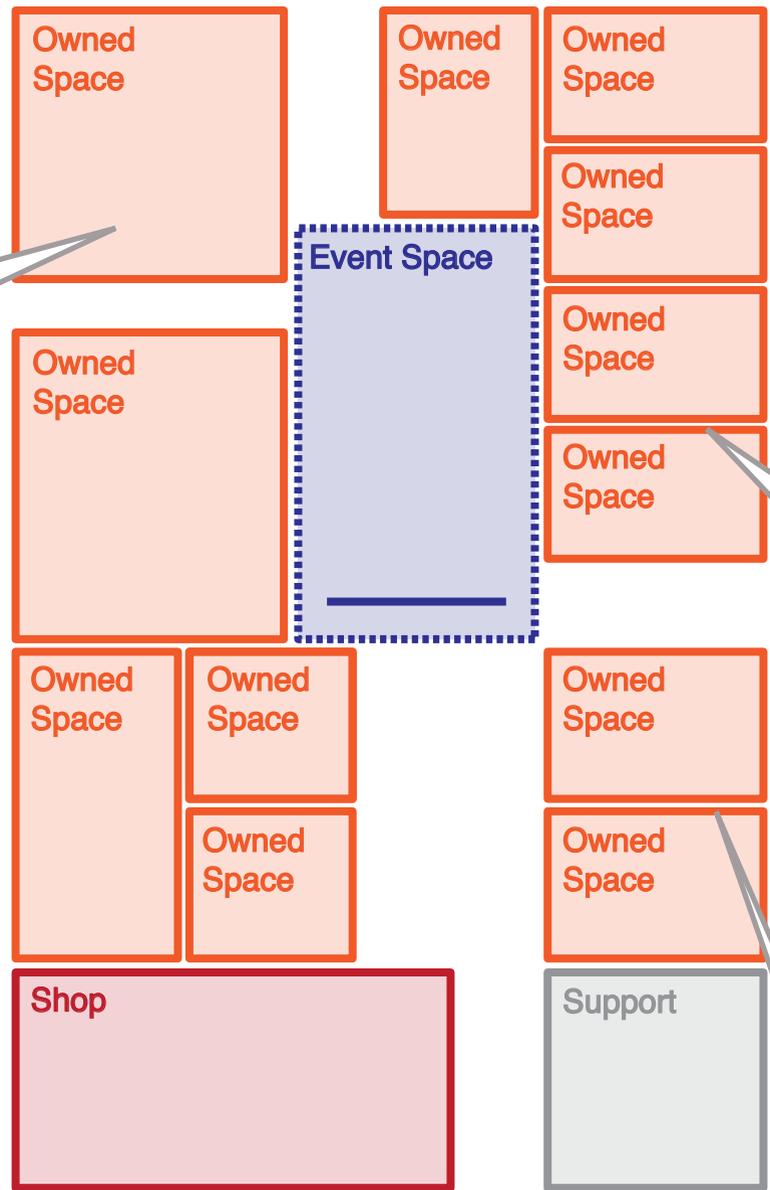
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SEEDING | FUNDING

Location in a creative district feeds the spirit and culture of the space.



Open edges between company spaces encourages cross-pollination and collaboration.



Open boundaries are infinitely flexible as companies need varied or changing amounts of space.



Pratt Design Incubator
Brooklyn, NY



Pratt Design Incubator
Brooklyn, NY

The IBM Design Lab is an enterprise shared service, co-sponsored by IBM Marketing & Communications and the CIO that establishes a new model for digital design and development at IBM. Their goal is to deliver large improvements in measured business outcomes through experience design excellence.



IBM Design Lab
New York City, NY

Co

"Agile Scrum" approach to managing dynamic, creative work.

The Design Lab is a research and development lab for IBM. The lab hosts teams working on web design, user interfaces and marketing.

IBM design lab has a significant focus on nimble, flexible and integrated work space. The work space is designed to respond spatially to projects as they arise, with open floor plans, moveable furnishings and dynamic adjacencies.

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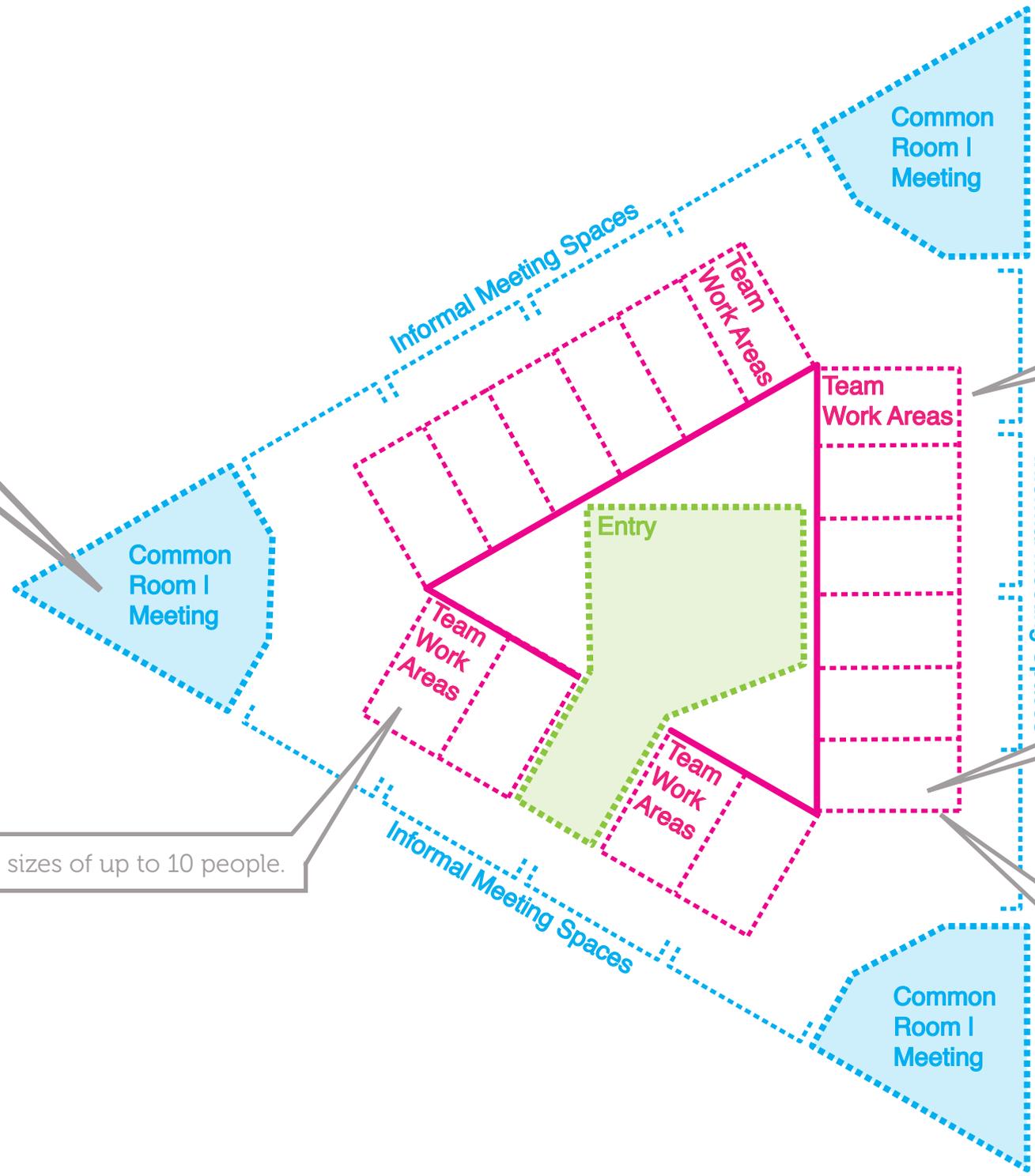
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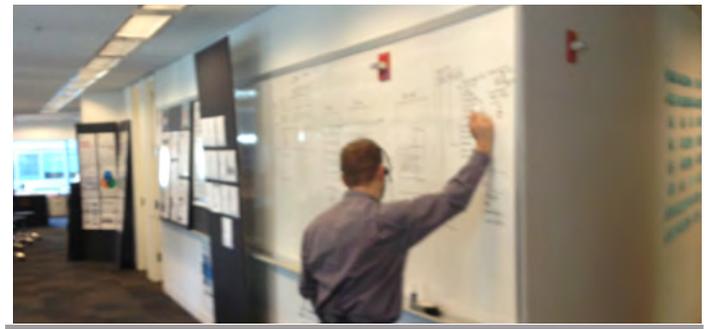
METHOD



Presentation spaces designed for group discussion and sharing.



Teams organized in set sizes of up to 10 people.



Abundant opportunities for spontaneous discussion and collaboration.



Specific furnishings for team based work and collaboration.



Moveable walls and flexible separation sometimes have lack of acoustic privacy or pinup qualities.



IBM Design Lab
New York City, NY



IBM Design Lab
New York City, NY

The staff of Science House has a long history of creating and growing highly successful businesses, projects and strategies related to the way people interact with technology and each other. Their specialty is helping entrepreneurs and organizations do the same in an environment engineered for experimentation and success, where they can engage the world's most creative people and networks.



Science House
New York City, NY

St

Science House facilitates curated events for business, hosts talks and engagements and supports science education for children throughout the world.

Science House Foundation is a non-profit arm that delivers science equipment and a digital collaboration platform to kids around the world. They currently operate in 25 countries.

Science House amplifies business through technology, science, math, engineering and the arts. Science House serves organizations that participate in shaping the future by providing consulting and research, creating engaging experiences and hosting events of all kinds. Each project and engagement is customized.

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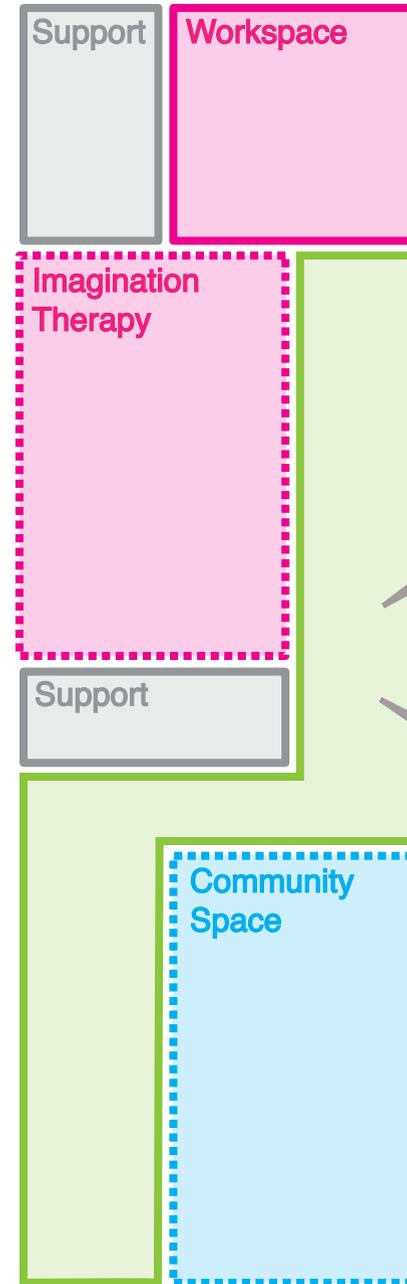
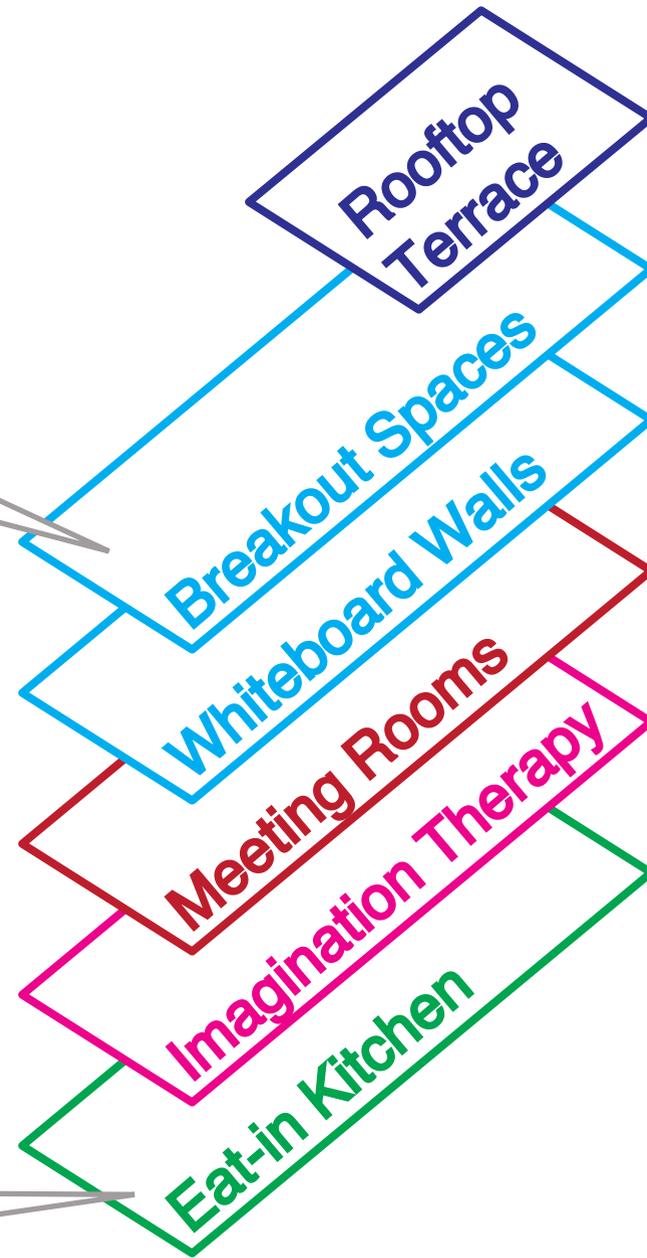
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Surprises spur creativity.



Eating together / cooking together: kitchen acts as a key element of the social and innovation culture.



Beautiful furnishings & attention to detail inspire.

Artwork with interesting themes.



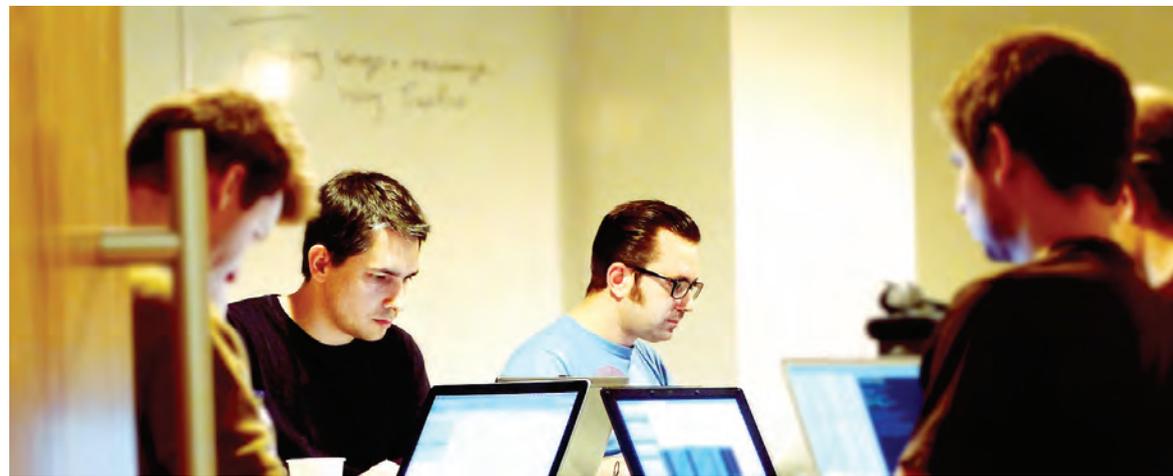
Science House
New York City, NY



Science House
New York City, NY

A whole may be greater than the sum of its parts, but General Assembly's believes their parts are what make them great. From members and instructors to knowledge seekers and partners, community defines what they are: collaborative learning advocates, forward thinking envelope pushers, and capri-pant enthusiasts.

General Assembly's resources fall into educational and networking opportunities and into categories based on the amount of knowledge given and the time investment required from members and facilitators.



General Assembly
New York City, NY

AC

"General Assembly transforms thinkers into creators through education and opportunities in technology, business, and design."

General Assembly offer resources on a variety of scales and locations. Members can join physical and virtual classes. General Assembly's main office in New York also provides a physical space for startups and entrepreneurs.

Classes, Workshops, Courses, Events and Online Classes are offered by General Assembly. Programs are classified by the amount of time required by users and faculty and by the number of people each program can accommodate.

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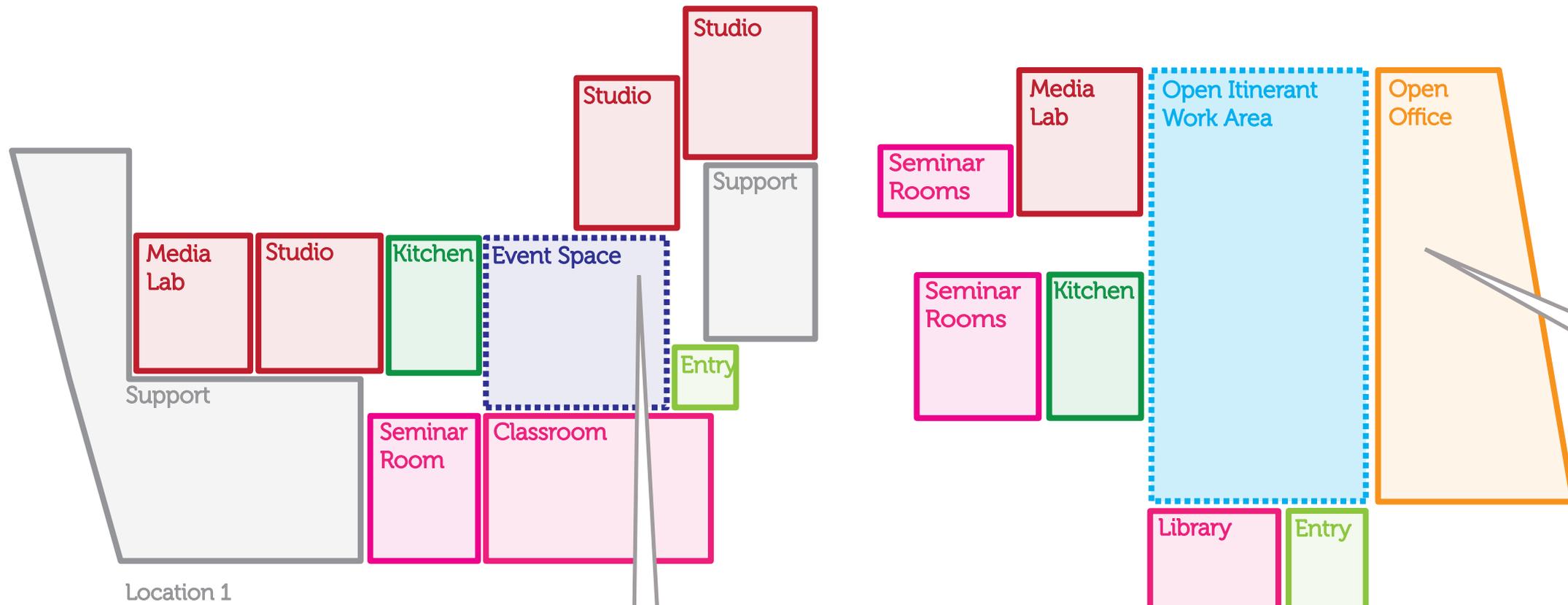
VIRTUAL
GLOBAL
NATIONAL
LOCAL

CREATIVE | ART
HACKER | MAKER
STARTUPS
CO - WORKING
LIVE | WORK
EDUCATION
PROXIMITY
INFLUENCE OF DIVERSITY
MIXED VS FOCUSED LABS
MENTORS | SUPPORTERS |
CONSPIRATORS
DISRUPTORS | GAME CHANGERS
PUBLIC ENGAGEMENT
SEEDING | FUNDING

MISSION

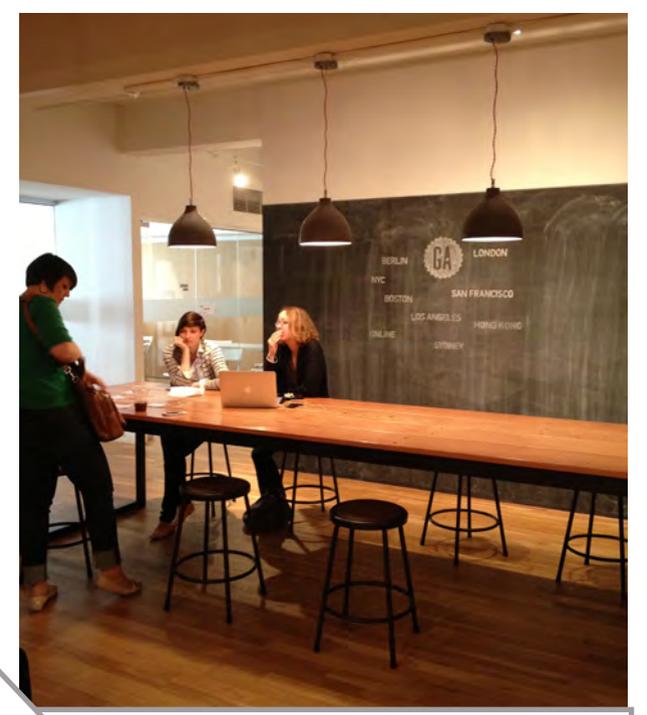
SCALE

METHOD



Working in close quarters with others encourages people to share ideas and inspiration across disciplines.

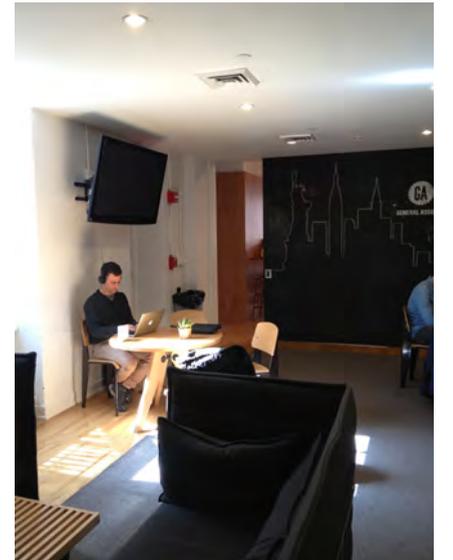
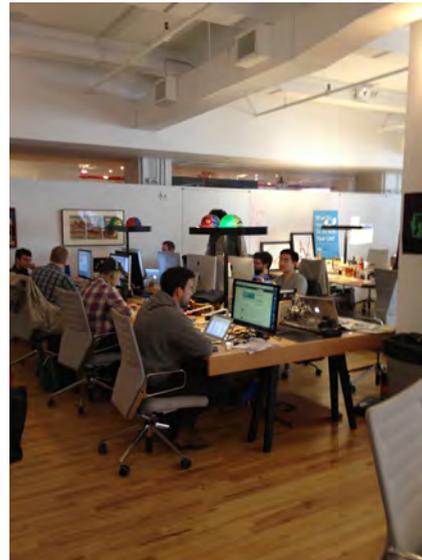
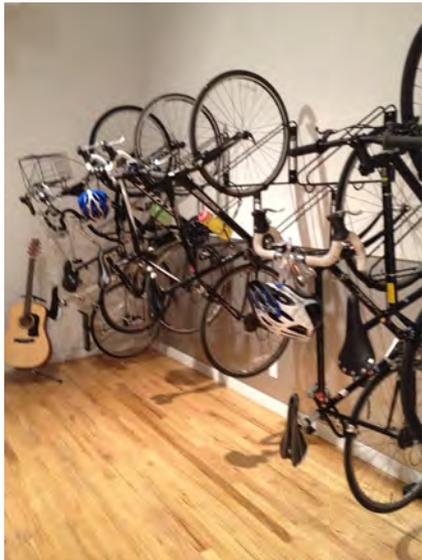
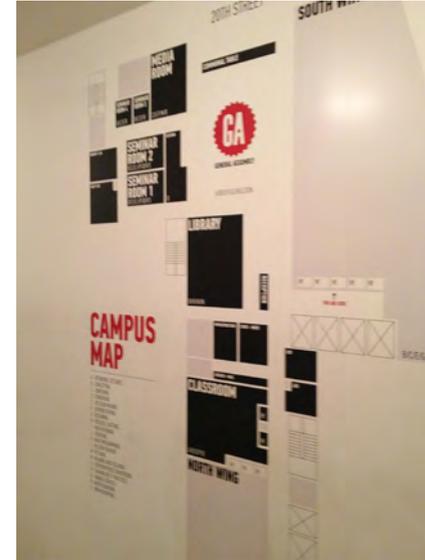
Large, permanent seating provides space for big groups, however built in seating like this is less flexible.



Semi-secluded break-out spaces immediately adjacent to open work areas allow for impromptu meetings and quick focusing sessions.



General Assembly
New York City, NY



General Assembly
New York City, NY

WeWork helps entrepreneurs, freelancers & small businesses succeed by making them more connected with each other and by providing them with services that allow them to focus their energy on what they do best.

WeWork is like a concierge service for businesses, providing workspace and services that allow them to succeed. They also cultivate a social experience, by hosting workshops, skillshares and events.



"The physical Social Network."

WeWork is a co-working company that provides spaces for businesses next to other businesses. In addition to physical space, WeWork provides access to health insurance and credit card processing, along with more site specific amenities, like proprietary software, zip cars service and communal kitchen space.

MISSION

BUSINESS
NON PROFIT
EDUCATION

SCALE

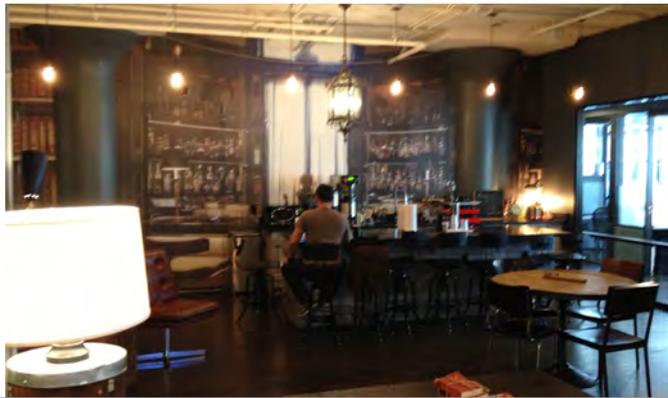
VIRTUAL
GLOBAL
NATIONAL
LOCAL

METHOD

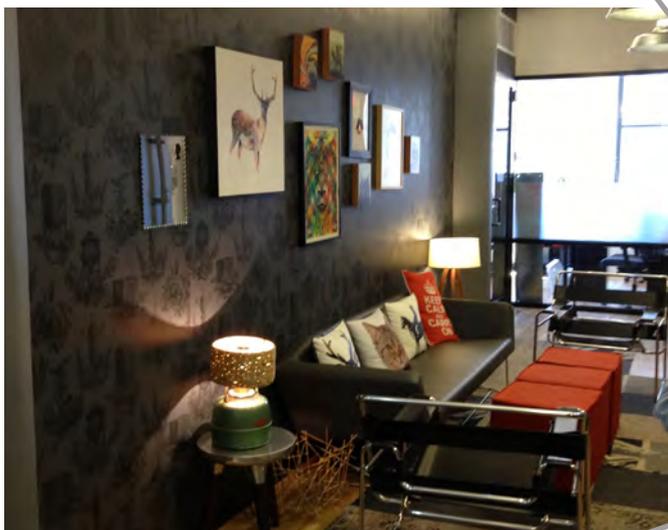
CREATIVE | ART
HACKER | MAKER
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INFLUENCE OF DIVERSITY
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SEEDING | FUNDING

CW

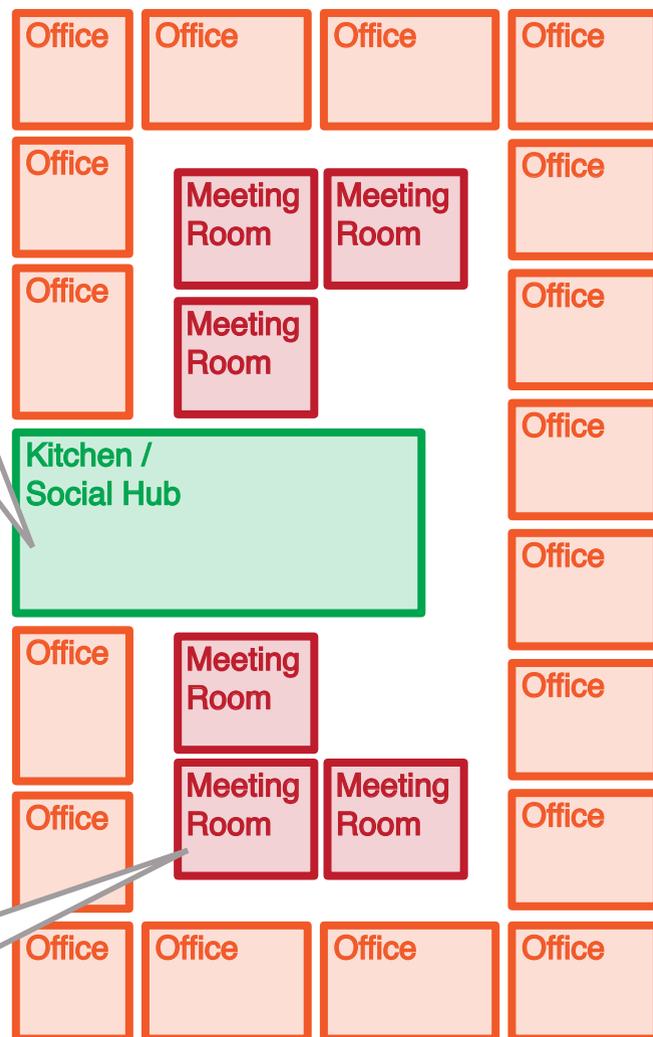
WeWork
New York City, NY



Kitchen areas stocked with refreshments are located at each floor to enhance social connectivity between members.



Shared amenities to support the work place environment.



First Floor



Second Floor

Private studios provide a solid social and professional context for the space.



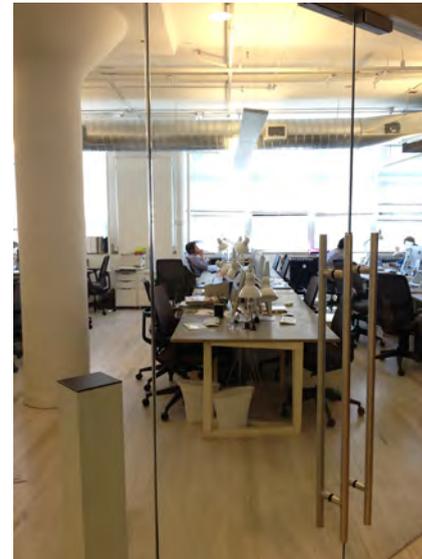
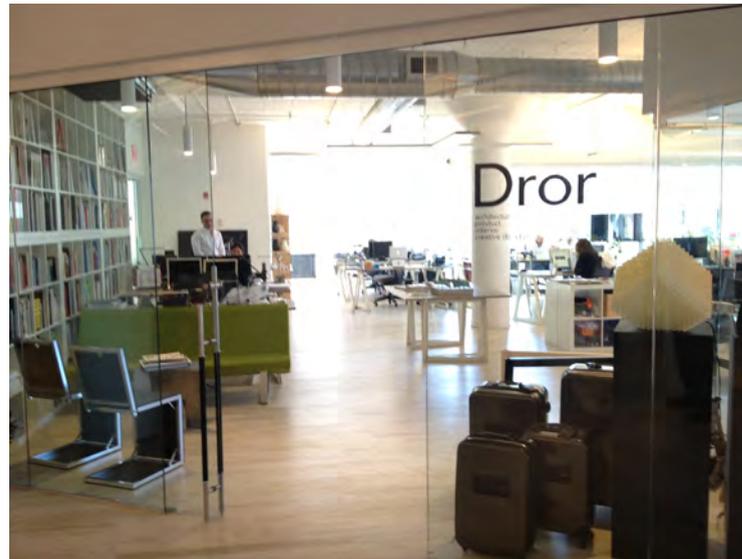
Very densely populated floors build culture & social interactions.

A "community manager" provides concierge & resource support for members.

A variety of unique professional "themes" result in floor layouts that range from open workstations to a maze of small offices.



WeWork
New York City, NY



WeWork
New York City, NY

ITP is a two-year graduate program located in the Tisch School of the Arts whose mission is to explore the imaginative use of communications technologies — how they might augment, improve, and bring delight and art into people's lives. Perhaps the best way to describe us is as a Center for the Recently Possible.



ITP is a two-year graduate program located in the Tisch School of the Arts whose curriculum focuses on art, technology and digital interaction. The school also offers classes for non student innovators.

Students have access to a wide variety of digital production equipment including high-end Mac and PC multimedia workstations and digital audio, video, and MIDI workstations utilizing the latest software tools. Also featured is a construction workshop for physical prototyping, including a machine shop, firmware programming stations, and electronics prototyping tools.

Self billed as a "Center for the Recently Possible," ITP at NYU focuses on the development of emergent technologies, their intersection with art and their capacity for human interaction.

MISSION

BUSINESS
NON PROFIT
EDUCATION

SCALE

VIRTUAL
GLOBAL
NATIONAL
LOCAL

METHOD

**CREATIVE | ART
HACKER | MAKER
STARTUPS**
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PUBLIC ENGAGEMENT
SEEDING | FUNDING

NYU ITP

New York City, NY

AC

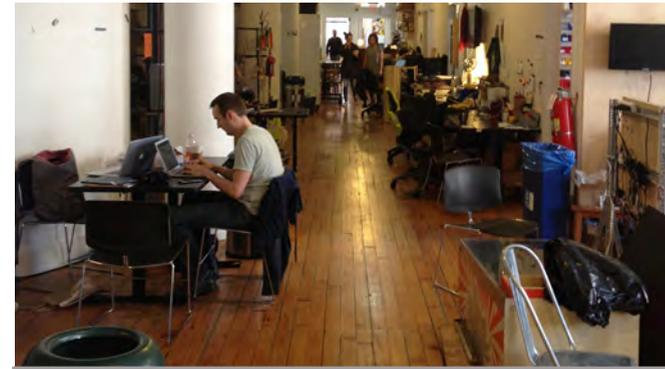


Very condensed shop / production space requires good protocols for safety.



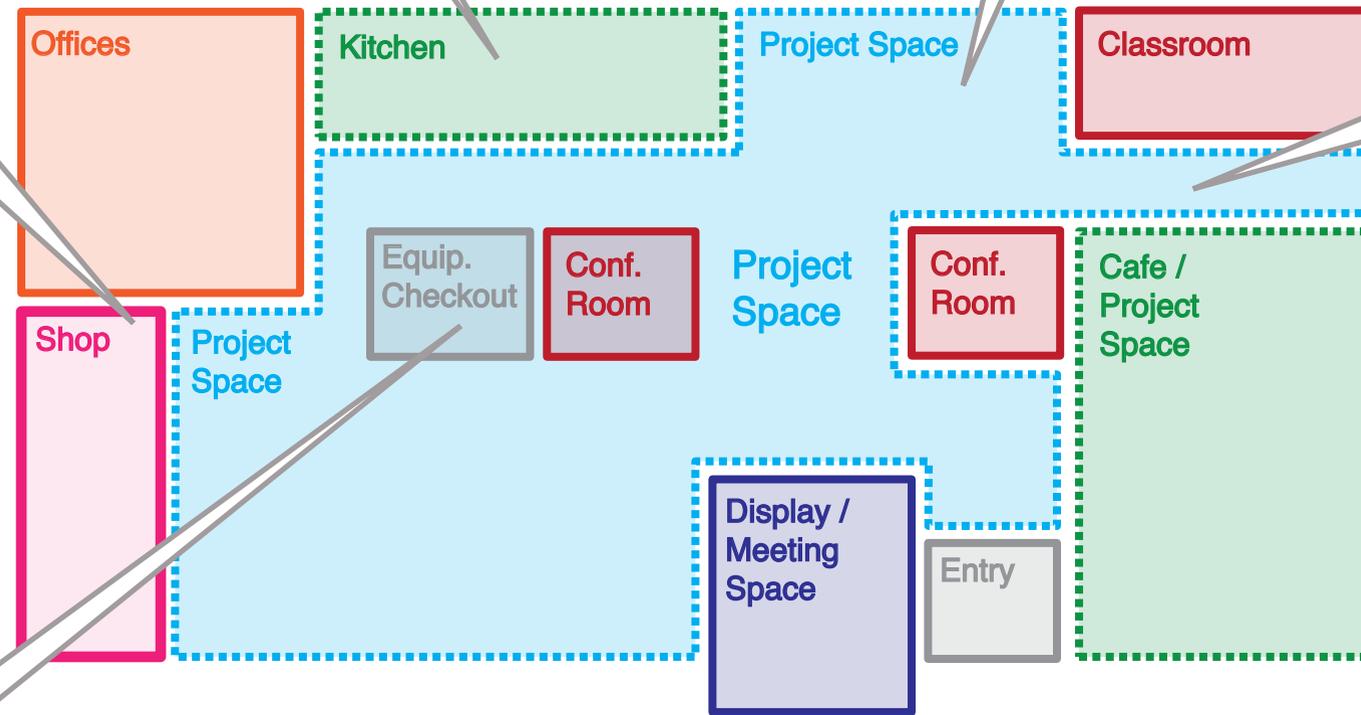
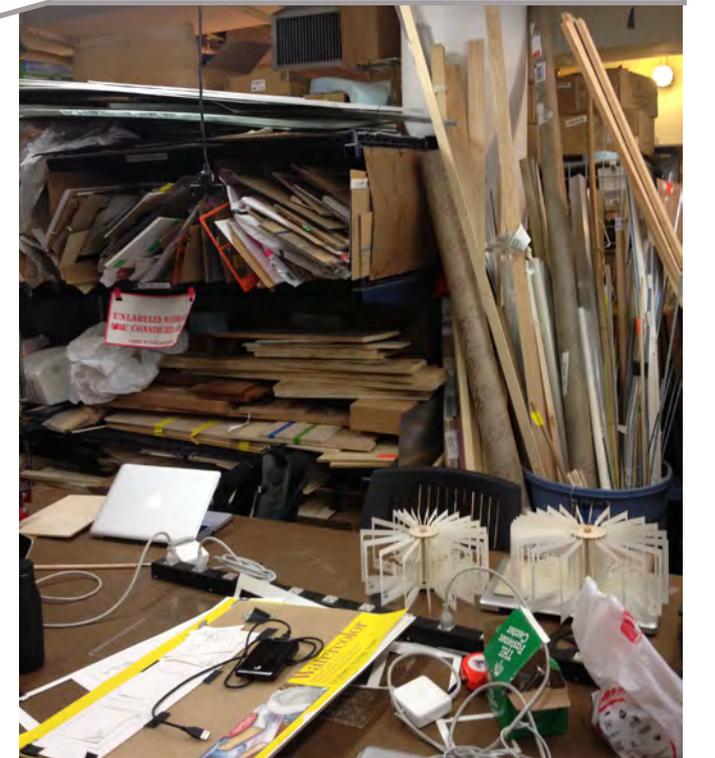
A variety of resources for checkout.

Kitchen provides needed replenishment during busy times.

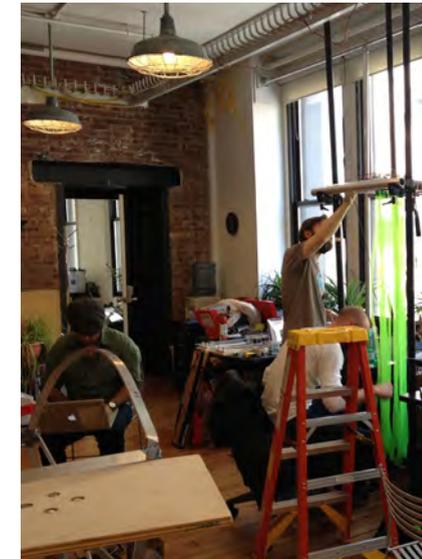


Open areas allow for flexible space needs.

Materials management can become a big issue.



NYU ITP
New York City, NY



Access to this floor is reserved for the graduate students, faculty and staff of the Interactive Telecommunication Program.

If you are a guest, visit someone with questions about the program, please check in with the front desk.



NYU ITP
New York City, NY

Recommendations

Activities

Culture

Governance



Recommendations

Three themes of a successful Center have been identified as a result of this process: activities, culture, and governance.

Within each of the themes are key uses, policies, or approaches that we have formulated into **18** specific recommendations to be followed in defining the overall makeup of the Center throughout programming and design. Many recommendations are further defined through the identification of specific strategies to be implemented that are critical for achieving success.

Recommendations: Activities

The new Lassonde Living & Learning Center should include space to accommodate and support the following specific activities:

- 1.** Space for **Hacker and Maker** activities: This includes infrastructure and equipment for prototyping, workplaces and storage for materials and supplies.
- 2.** Spaces for **Co-working** include a variety of types and sizes of shared, itinerant, and user-controlled office spaces, meeting spaces, and collaboration tools.
- 3.** **Meeting and Convening** space includes the ability to host events, educational and sharing opportunities and presentations.
- 4.** **Living and Working** spaces that are blended together to create a neighborhood of interconnected relationships.
- 5.** Activities that support **Interaction and Exchange** should be included in the facility. These activities typically are supported by characteristics such as visibility, way finding, a purposeful mixing of diverse functions, and the creation of a dense creative environment within the workspaces.

Recommendations: Culture

The new Lassonde Living & Learning Center should support the following cultural conditions in order to develop and sustain an innovative and entrepreneurial culture:

6. The facility should be **Student Run**.
7. Form a **Startup culture** which supports devotion to an idea or a project, and evolves independently.
8. Build a culture that attracts and retains a **Diverse** set of personalities and skill sets.
9. Create a unique physical **Identity**, and encourage that identity and character to be evolved by the participants through allowing users to modify their own environment.
10. Sustain a strong sense of **Community**.
11. Develop an emphasis on **Public Engagement** and cross-pollination with the broader entrepreneur community.
12. Embrace a sense of **Modification and Flexibility**, a culture that supports change and accommodation.

Recommendations: Governance

Several key operational considerations will impact the success of the Center:

- 13. Admissions** policies need to be developed to attract and sustain a diverse set of occupants interested in forming this community.
- 14.** The facility should provide **Access** 24 hours per day.
- 15.** Use of the **Owned and Itinerant space** is not tied to the academic calendar but to a project's duration.
- 16. Services** should be provided that connect students to a diverse set of resources.
- 17** A **Facility Leader** (as a permanent position) is needed to provide mentorship and carry the story forward over time.
- 18. Program Activities** and schedule events in the space that enhance the experience and culture.

HACKER / MAKER

Support the fabrication of prototypes varying from hardware to devices, toys, products, and other inventions. Provisions for the most advanced equipment and resources are necessary. Provide space and infrastructure to innovate and test software, Internet, and cloud applications.

CAMPUS RESOURCES

ARCHITECTURE SHOP

- 20" scroll saw
- 10" sliding miter saw
- 12" radial arm saw
- 4' x 8' panel saw
- 12" table saw
- 20" disc sander
- oscillating belt sander
- spindle sander
- sliding table saw
- 24" band saw
- 18" band saw
- drill press
- horizontal metal band saw
- sheet metal shear
- break box sheet metal bender
- TIG welder
- MIG welder
- plasma cutters (2)
- oxyacetylene welder
- abrasive blast cabinet
- 2' x 4' laser cutter

ENGINEERING SHOP

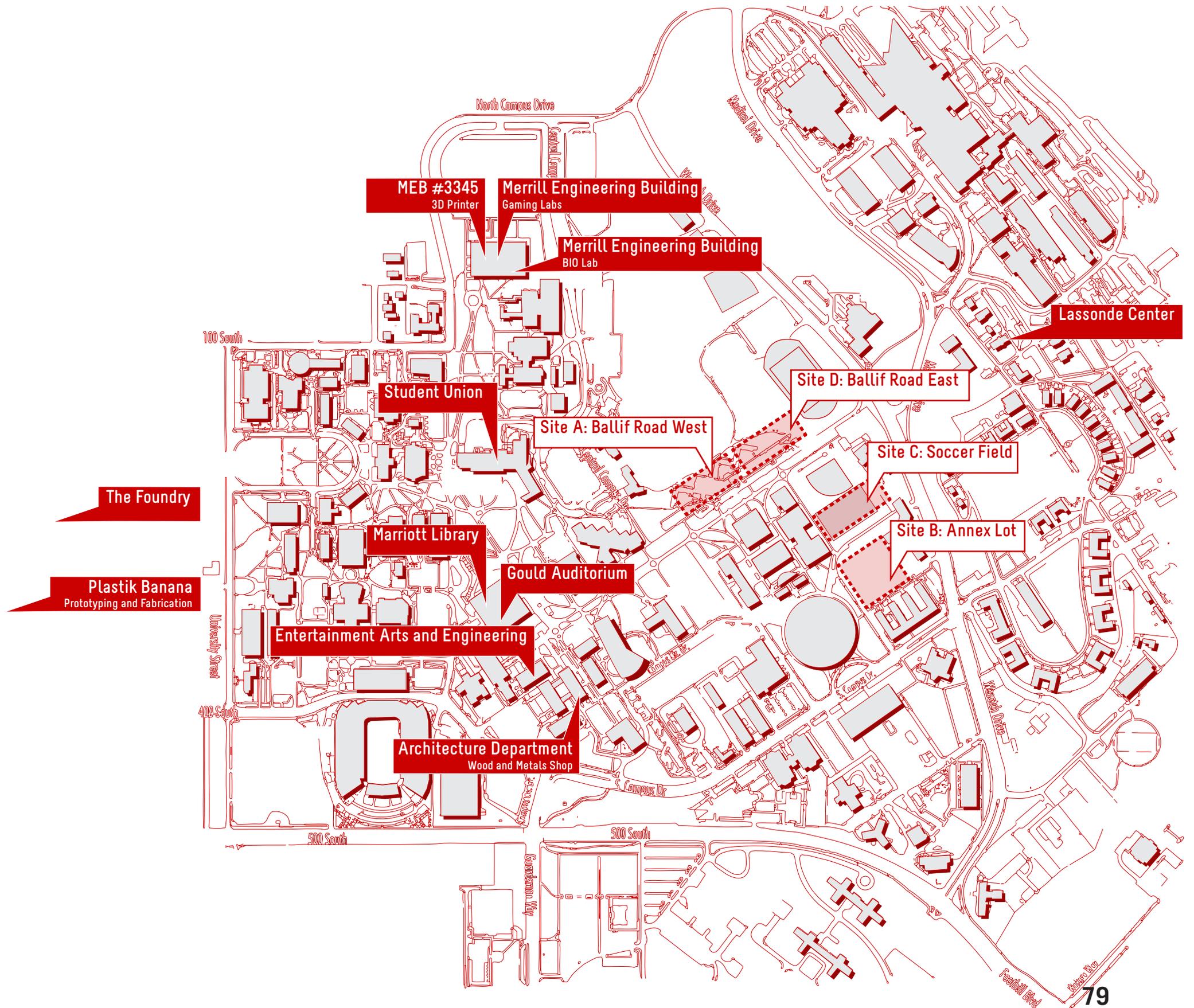
- 5-Axis CNC Milling
- 3D Printer
- Waterjet Cutter

FINE ARTS SHOP

- 2' x 3' Laser Cutter
- 3D Printer (white)

PLASTIK BANANA (off-campus resource)

- 5-Axis CNC Milling
- 3D printers (2) - 1 full color - 1 white
- 10" x 10" range
- 30" x 48" laser cutter
- Digital rendering services



PROTOTYPING AND FABRICATION

In addition to the items listed on the Campus Resources map, this list fills out the available equipment needed for a full prototyping and fabrication shop.

- CNC table routers
 - 2 large
 - 2 desktop size
- CNC router
- Planer
- Jointer
- Assortment of clamps
- Assortment of hand tools
- Specialty joinery hand and power tools
- Lathe
- Mortiser
- Benchtop planer
- Jig saw
- Miter saw
- Random orbit sander
- Drum sander
- Belt sander
- Biscuit jointer
- Panel saw
- Shaper

- English wheel
- Plenishing hammer
- Bead roller
- Iron worker metal punch, press
- Rotary sheet metal punch
- Hydraulic press
- Tubing bender
- Powder coating gun and oven
- Table vices
- Hand grinders, drills, etc
- Portable band saw, sawsall
- Surface grinder

- Tapping and threading equip
- Tubing notcher
- Mandrel bender
- Stamping press / machine
- Waterjet cutter
- Shrinker-stretcher
- Roll bender
- Cold saw
- Slip roller
- Abrasive cut-off saws
- Beveling machines
- Magnetic drills

- CNC lathe
- CNC vinyl cutter
- Manual lathe with digital readout
- Manual mill with digital readout

- Large format printers
- 3 -5 consumer quality 3d printers type A machines

- Plastics:
- Vacuum pump and bags
- Composite finishing and sanding equip
- Heat bending and finishing equip
- Vacuum former
- 3d scanner or equivalent

- Textiles:
- CNC embroiderer
- Industrial walking foot

- Serger
- 2 Standard sewing machines

- Miscellaneous:
- Mechanics set of hand tools metric and standard
- Air tool assortment
- Industrial air compressor
- 10 design station computers
- oversize monitors
- 3 Waycom tablets
- High quality still camera
- High quality video camera
- Video Editing suite
- Photo backdrop and green screen

- Consumable and supply center

- Large Scale:
- Forklift
- Pallet jacks
- Floor jacks
- Auto lift
- Tire mounting equip

CO-WORKING

Drop-in itinerant workspace is the key visible space upon entry and sets the stage for an exciting place to work and connect with like-minded students. A mix of dedicated project and student work areas, company spaces, and areas for collaboration are provided.



OPEN, DAYLIT, SHARED SPACE

Wide open space allows for movement of resources and daylight keeps the space inviting.



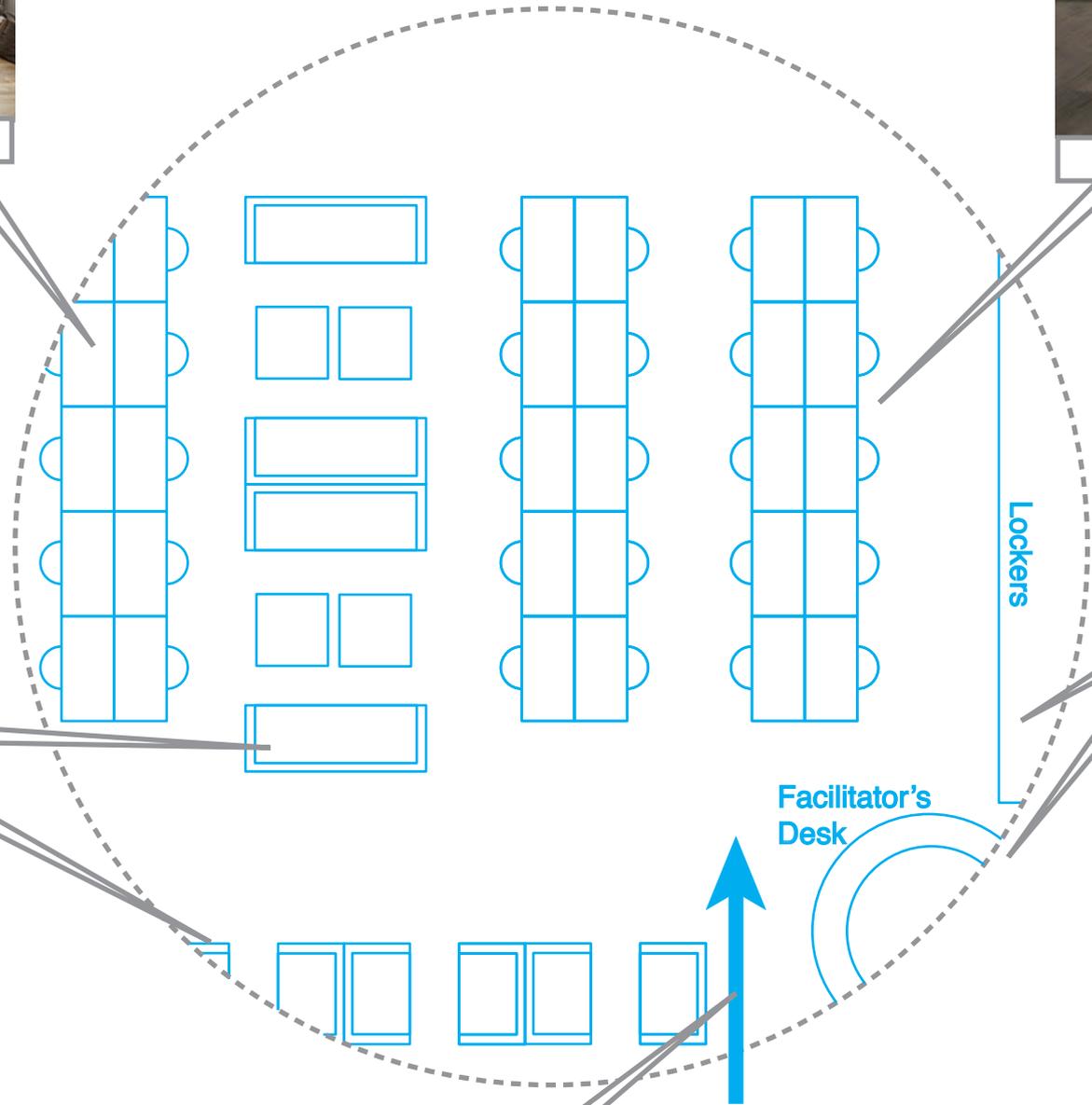
SIMPLE WORK SPACES

Itinerant work areas provide access to work desks or computer workstations, as well as other shared amenities.



MULTI-TASKING FURNITURE

Rather than a reservable meeting space, comfortable, multi-purpose furniture provides breakout space for quick, scheduled and unscheduled meetings, as well as for quiet workspace and personal phone calls.



SUPPORT HANDY AND NEARBY



Itinerant workers have quick access to facilitators, personal storage, copiers/printers and nourishment.

QUICK ACCESS / FRONT DOOR

Resources are available on a first-come, first served basis, immediately off the main building entrance. Views into the space let the collaborative, creative buzz spill out and draw people in.

STRATEGY

ITINERANT WORK



OWNED OFFICE SPACE

Owned office spaces provide the most privacy and acoustic isolation for startups and innovators and also provide personal space for storage, pin-up, meeting and potential group collaboration. It provides identity and the opportunity for signage.



WORKSTATION ALCOVES

Workstation alcoves contain clustered workstations and provide greater privacy and acoustic isolation for groups, along with tables, tackable surfaces and floor space for storing files.



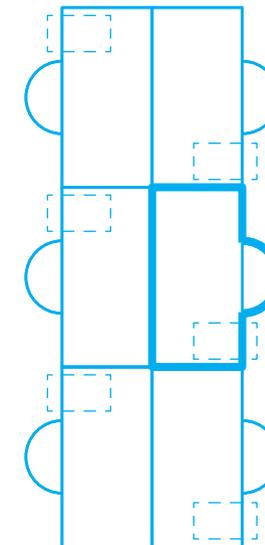
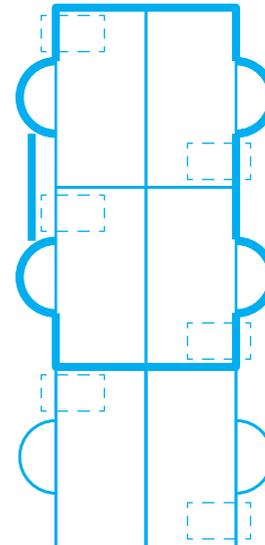
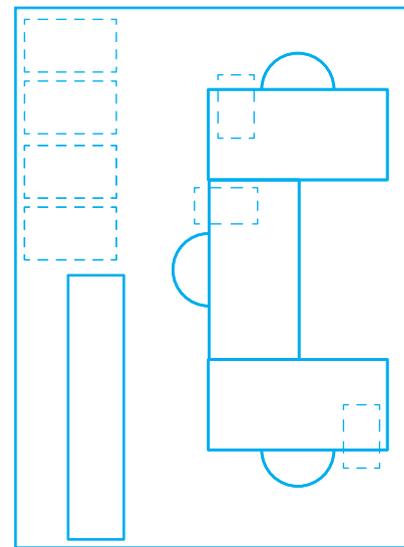
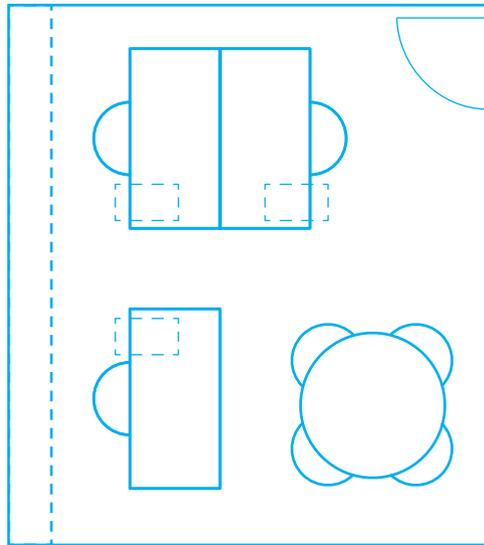
CLUSTERED WORKSTATIONS

Workstations can be assigned to individuals and groups who can arrange them to suit their needs. They include lockable files or desk drawers. Clustered workstations serve entrepreneurs who require owned space, but little storage and less privacy.



INDIVIDUAL WORKSTATIONS

Individual workstations are owned by a single innovator and may include a lockable file or desk drawers.



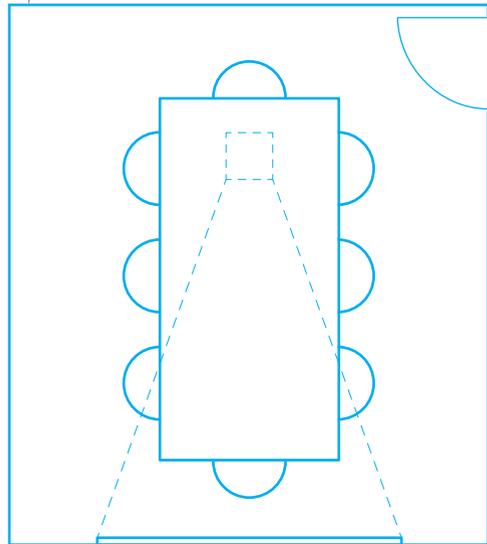
STRATEGY

**MY SPACE /
OUR SPACE**



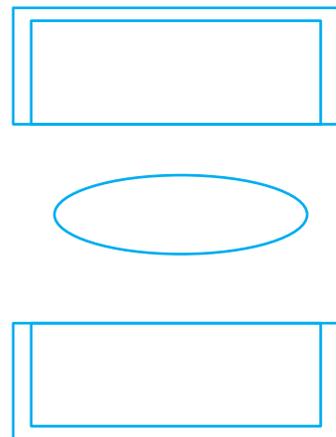
RESERVED SPACE - CONFERENCE

Spaces for larger, more formal, collaborating sessions provide privacy and acoustic isolation. They also provide a more robust set of resources, including audio-visual equipment and pin-up space.



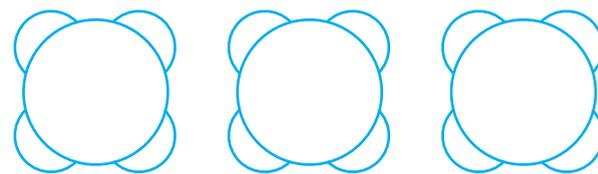
MULTI-TASKING FURNITURE

Comfortable furniture provides a space to have both scheduled and impromptu conversations over a longer period of time. The informal nature of the furniture invites others to have a seat and join in the conversation.



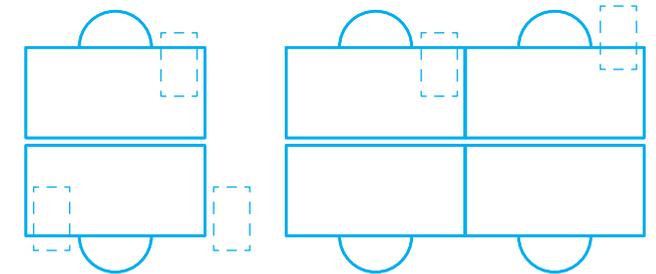
SMALL GROUP WORK TABLES

Small work tables allow small groups of innovators to collaborate and work more intimately than they would at individual, adjacent workstations. These can serve organized groups or as break out spaces for impromptu collaboration.



INDIVIDUAL WORKSTATIONS

Closely placed workstations give innovators immediate access to coworkers for advice, inspiration and a sense of comradery.



WHITE BOARDS - PIN-UP SPACE

Whiteboards and pinup spaces allow innovators to get big ideas down and to get instant feedback from collaborators and passers-by.



STRATEGY

COLLABORATING

MEETING / CONVENING

Space for events, working in groups, educational opportunities such as skill-share workshops and project presentations, speed-pitch events, and V/C presentations is important. Location of these activities is central to the community, multi-use, visible and active.



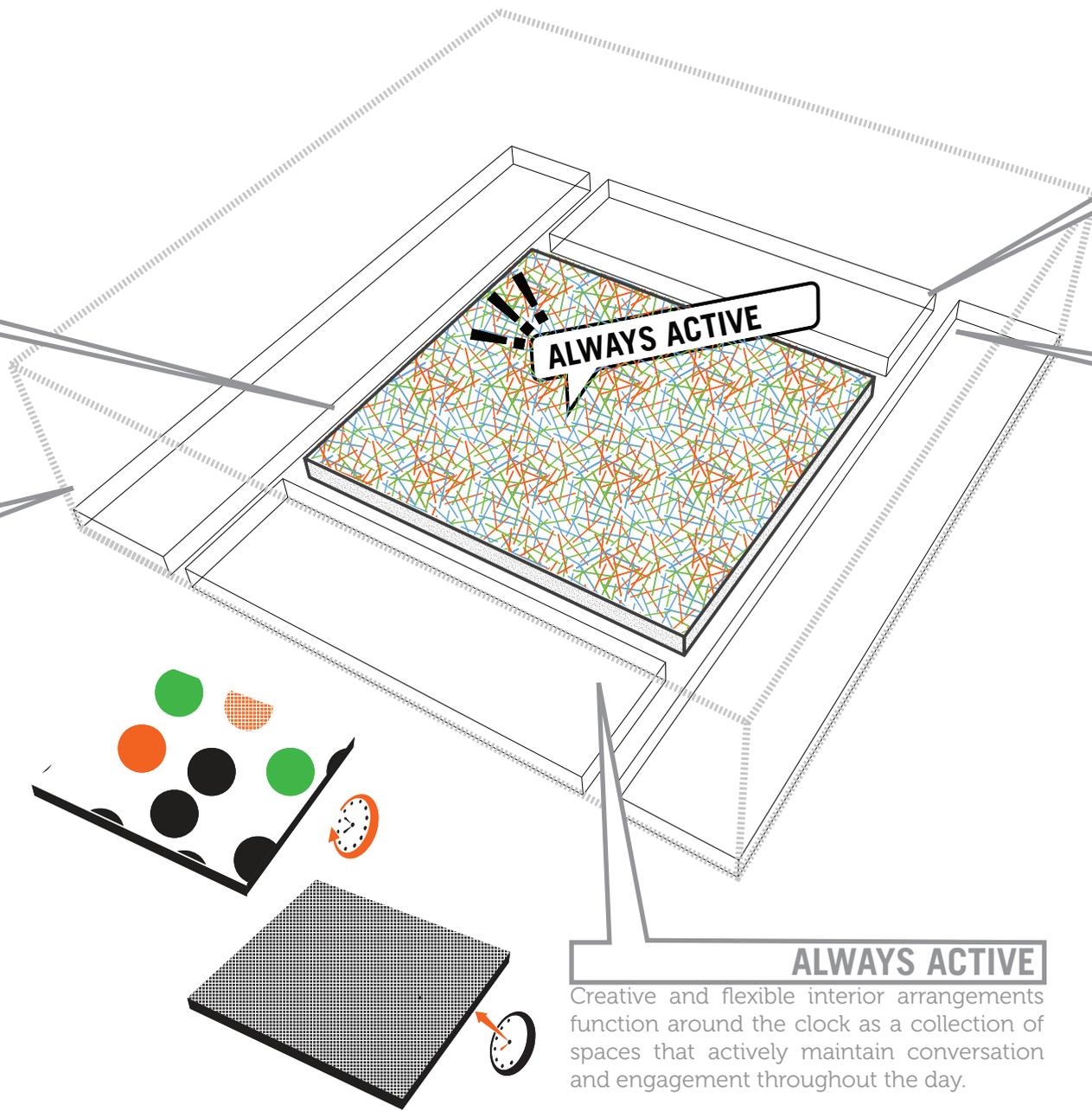
CENTRAL BUILDING LOCATION

The central event space fills the area between various programs. This ensures that the building core stays active by encouraging interaction between innovators as they move between resources.



NATURAL LIGHTING

Harvesting daylight allows students to operate in a sustainable and energy efficient way.



ALWAYS ACTIVE

ALWAYS ACTIVE

Creative and flexible interior arrangements function around the clock as a collection of spaces that actively maintain conversation and engagement throughout the day.



FUNCTIONAL / MULTI-TASKING

The event space is not just for events. On a daily basis it hosts a variety of functional, customizable areas for interaction and collaboration. Students and innovators use the event space as a home base within the building, as a place to meet friends, discuss ideas or eat lunch.



CONFIGURABLE SEATING



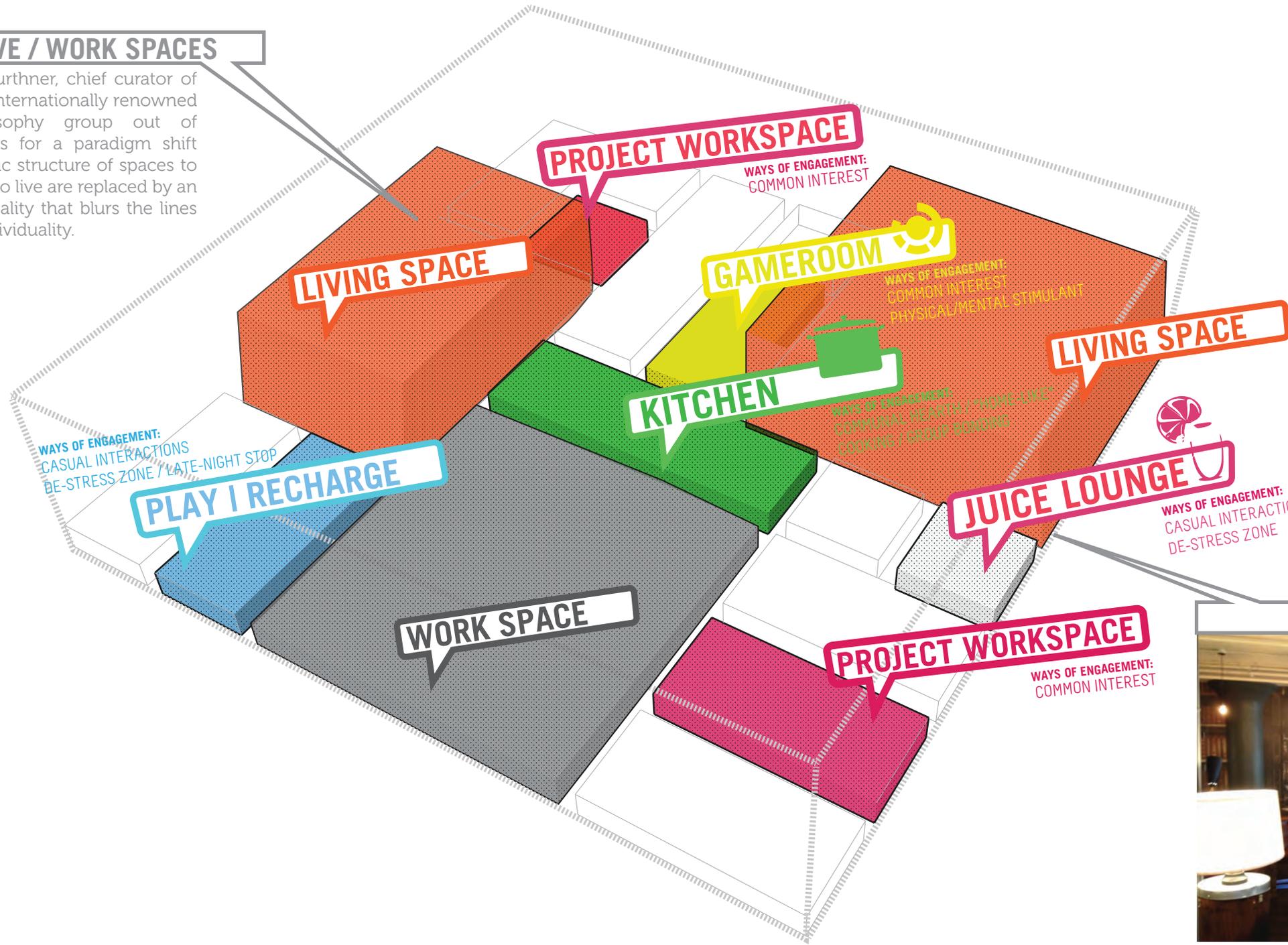
Lightweight / moveable seating can accommodate large and small groups and can be rearranged quickly to host a variety of functions and means that student interaction and innovation is not limited to standard table and chair arrangements.

LIVE / WORK

Facilitate ease of moving between living, working, and playing. Develop a neighborhood with access to innovators and entrepreneurs. Create connectivity.

BLENDING LIVE / WORK SPACES

Johannes Grenzforthner, chief curator of Monochrom, an internationally renowned technology-philosophy group out of Vienna, advocates for a paradigm shift where the dualistic structure of spaces to work and spaces to live are replaced by an all-inclusive mentality that blurs the lines and promotes individuality.



NON WORK SPACES



Strategically arranged Non-work spaces -- bike shops, juice lounges, game rooms, etc -- allow users to carry ideas outside the traditional workspace and be constantly influenced and stimulated by external elements while they casually engage with other users that share similar interests.

STRATEGY

BLENDING

INTERACTION & EXCHANGE

Create opportunities for observing, sharing, learning and cross-pollinating throughout the workspaces and living environment. Provide visibility for observers as well as participants, along with an ease of way finding. Diverse functions and activities are mixed together not segregated. Proximity develops the creative density, which fosters opportunities to share and exchange.

INSIDE / OUTSIDE VIEW

The itinerant workspace is located at the front of the building, off the main entrance. Views of the buzzing coworking space invite others to come inside. These views are the first introduction to the dynamic culture of the center.



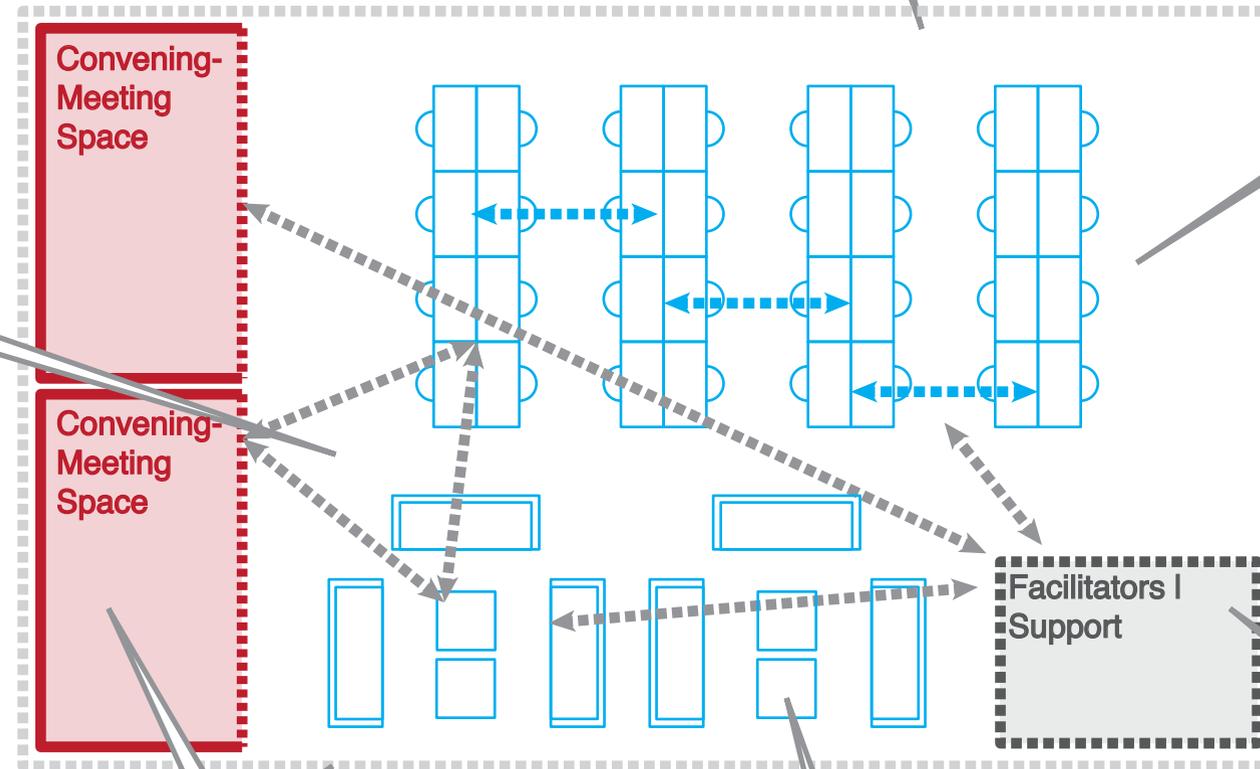
VIEWS WITHIN WORK AREAS

Large open work areas with high visibility enable creative density and encourage cross-pollination.



VIEWS TO AMENITIES

Open sightlines between amenities encourage students and innovators to use all of the resources available.



SUPPORT ACCESS AND CONTROL

Visibility between facilitators, resources and users encourages students and innovators to use the provided resources and allows support staff to effectively manage the space.

TRANSPARENT BOUNDARIES



Views into private and semi-private spaces like conference rooms and offices allow for noise reduction, but keep sightlines that foster a sense of community and coworking.

OBSERVER SPACES

Views from inside let the dynamic atmosphere of the itinerant workspace seep into the rest of the building and encourage passers-by to stop in and work, collaborate and be inspired.



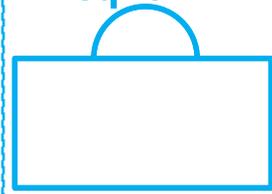


ENCOURAGES CROSS-POLLINATION

Innovators in close quarters are able to draw inspiration from coworkers in other media. They are also able to share their own personal expertise with those around them.

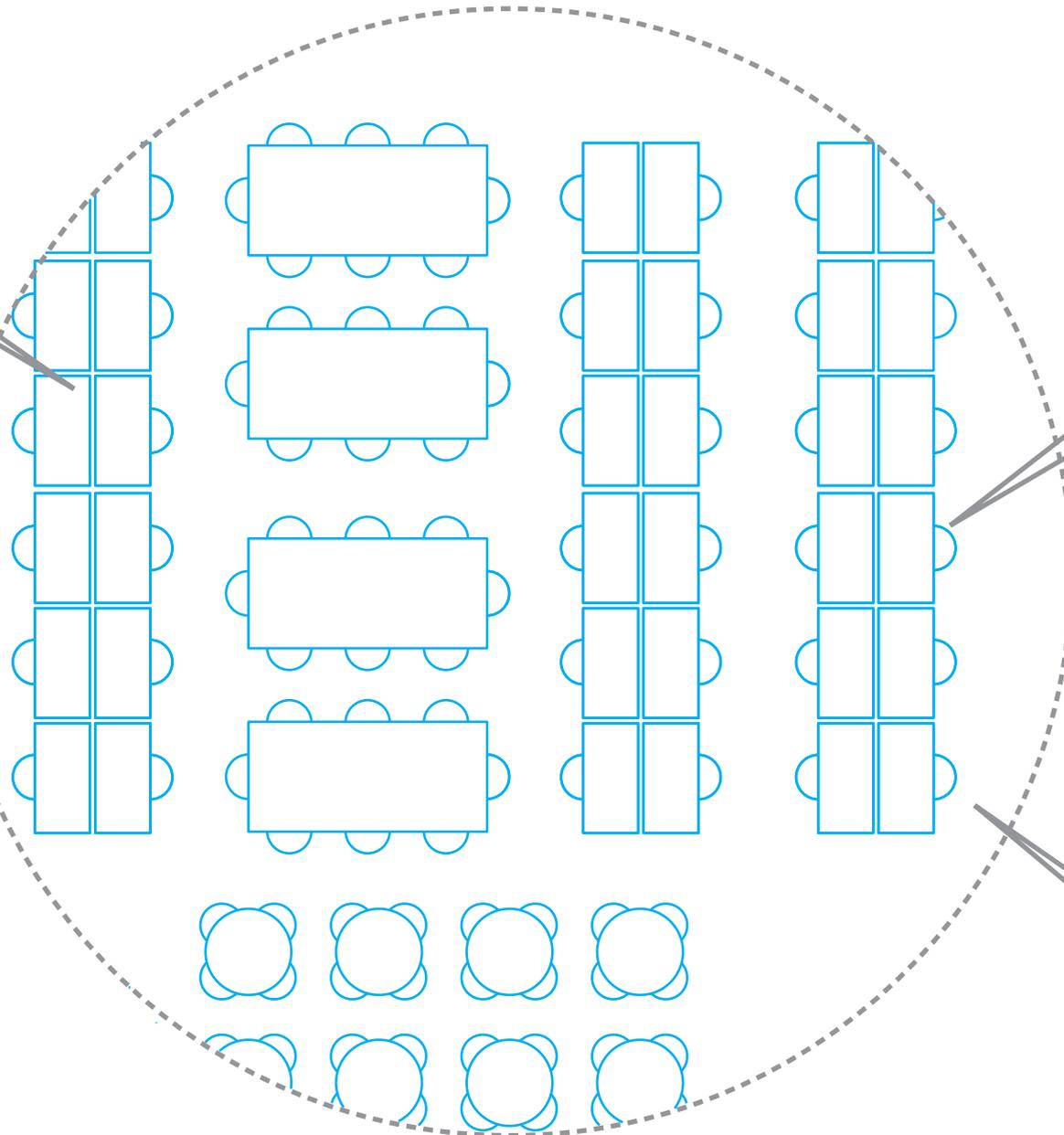
50 - 70 sq ft

14 sq ft



DENSE SEATING ARRANGEMENT

A dense arrangement of seating and resources creates a dynamic environment where innovators feed off each other's energy. Itinerant space with between 50 - 70 square feet of space per person and 14 square feet per workstation is ideal.



ENCOURAGE INTERACTION

Dense seating arrangements put innovators at risk to be inspired by those around them, making collaboration and interaction inevitable.



CREATE A SENSE OF BUZZ

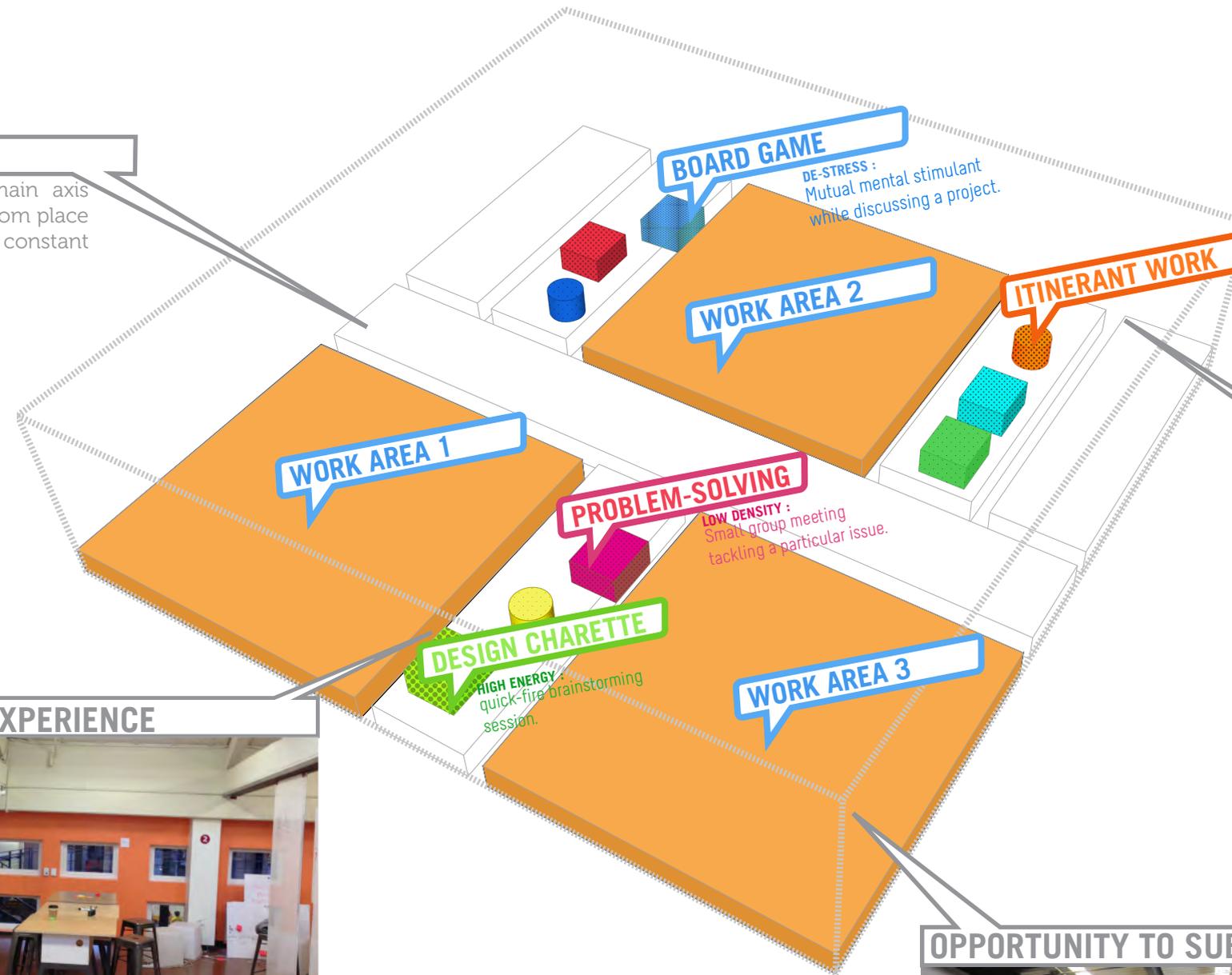
Proximity to other passionate workers and innovators is inspiring. The sense of buzz fuels itself and generates a dynamic, active environment.

STRATEGY

**PROXIMITY /
CREATIVE DENSITY**

MULTIPLE ENTRIES

Multiple entry points along a main axis facilitate the movement of ideas from place to place and put innovators in constant contact with each other.



CHANCE ENCOUNTERS



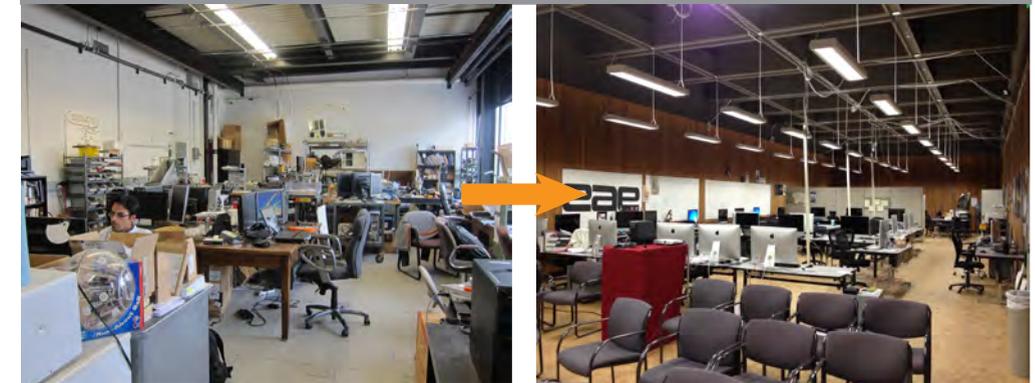
Open work areas immediately adjacent to specific work areas allow for chance encounters and cross pollination of ideas.

DIVERSE EXPERIENCE



Surrounding specific program spaces with non-specific and non-related functions creates areas where innovators can come to be inspired and let their ideas out of the box.

OPPORTUNITY TO SUB-CUSTOMIZE



Breaking work areas, spreading them and filling the gaps with dynamic spaces forces entrepreneurs to carry their ideas across multiple disciplines, while subjecting the idea and the creator to different influences.

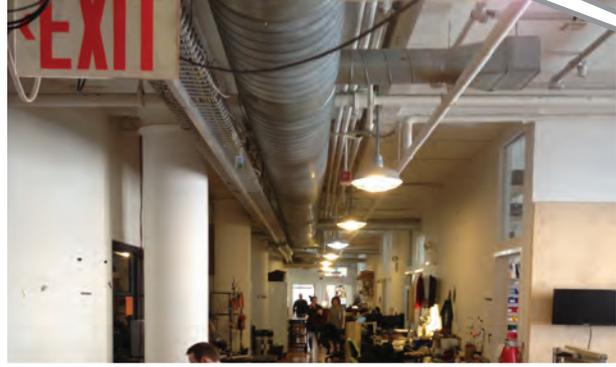
STRATEGY

DECENTRALIZED AND MIXED FUNCTIONS

STUDENT-RUN

The culture is established through student governance and a visible student presence. Opportunities for students to leverage this experience into personal interests in business and testing of start up ideas are celebrated and embraced.

EXPOSED MECHANICAL SYSTEMS

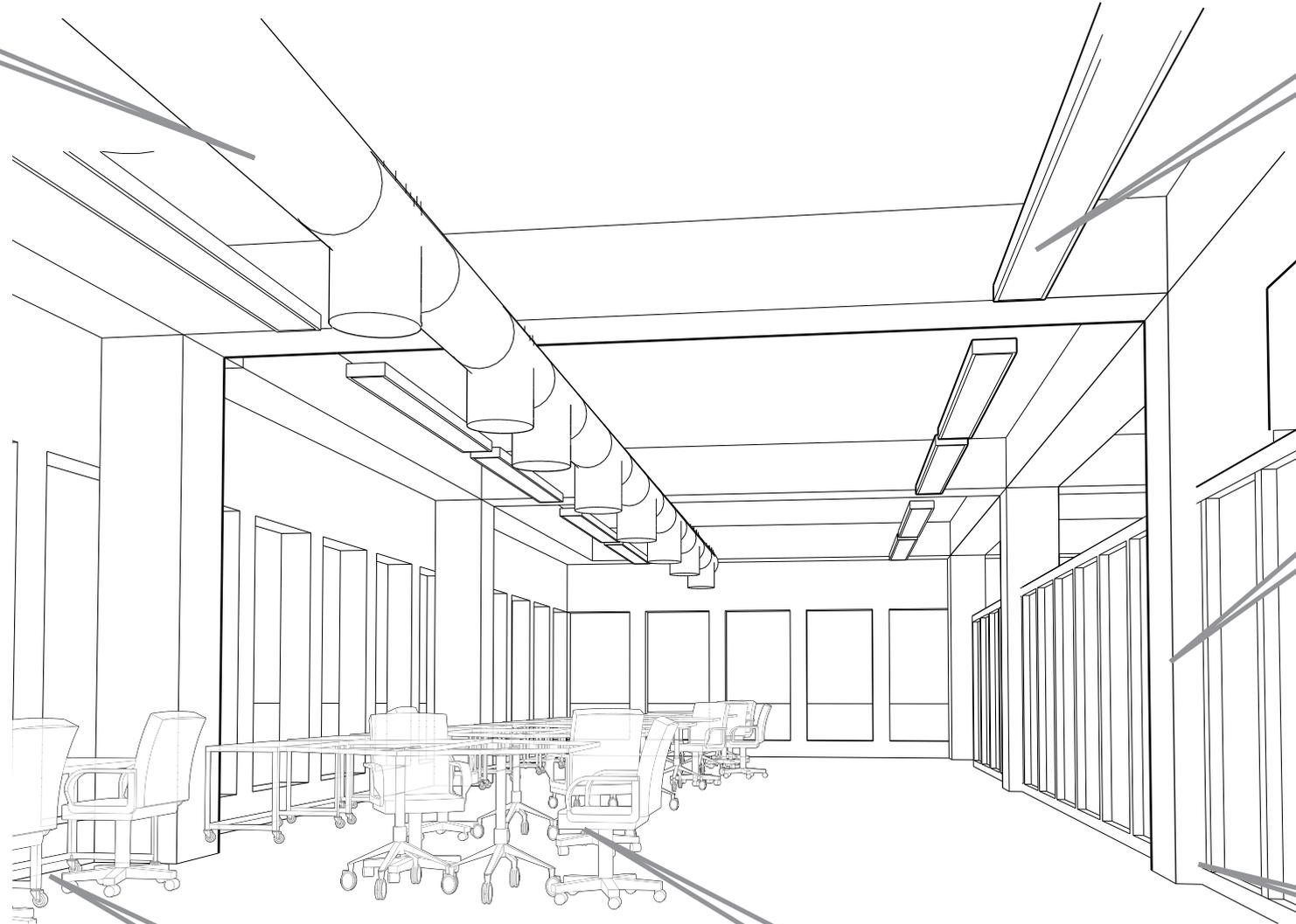


Exposed mechanical systems contribute to the workman, garage-like feel of the institute. They also allow for easier reorganization of the space to suit changing requirements.

DAYLIGHTING



Harvesting daylight allows students to operate in a sustainable and energy efficient way.



SHOP LIGHTING



Supplements daylighting and is easily repositioned to accommodate changes in program.

VARIETY OF MATERIALS



Softer, non-industrial materials define programmatic elements, like meeting rooms, lounges and cafe spaces.

CUSTOMIZEABLE FURNITURE



Lightweight, easily moveable furniture allows the users to form larger or smaller groups and divide the space according to their need.

SENSE OF QUALITY



Tactile, soft materials are a foil against the hard, industrial feel of the garage and give the overall impression of a high quality environment. They give character to the space and describe the level of formality.

DURABLE, LOW MAINTENANCE



Durable, low-maintenance materials provide the life-span required by a 24-hour facility.

STRATEGY

GROOVY INDUSTRIAL

START UP

The culture of a start up begins with intense focus and an incredible devotion to an idea or project. It frequently attracts others who are interested or want to help. Support this activity with flexible scheduling and infrastructure amenities. This cult-like atmosphere evolves into a more stable culture as the project matures. Cult-to-Culture characteristics are supported and celebrated in the facility.



DENSE METROPOLISES

Jonah Lehrer, author of *Imagine: How Creativity Works*, suggests that creativity is sparked from casual exchanges, the mingling of diversity, the constant interaction with the strange and new. In short, and as a recent study corroborates, innovation flourishes in dense metropolises.



SUPPORT STARTUP BEHAVIOR

Enable 24-hour project devotion by providing access to food, the ability to nap, shower and stay focused on the idea.



WE HAVE ARRIVED

Adding the ability for startups to have signs gives the businesses legitimacy and helps them take ownership of the space.



INTRICATELY WOVEN FABRIC

Inspiring innovation and engagement demands an intricately woven fabric of spaces that facilitates users to ingest and digest the information that is collectively and continuously generated.

STRATEGY

INTRICATELY WOVEN

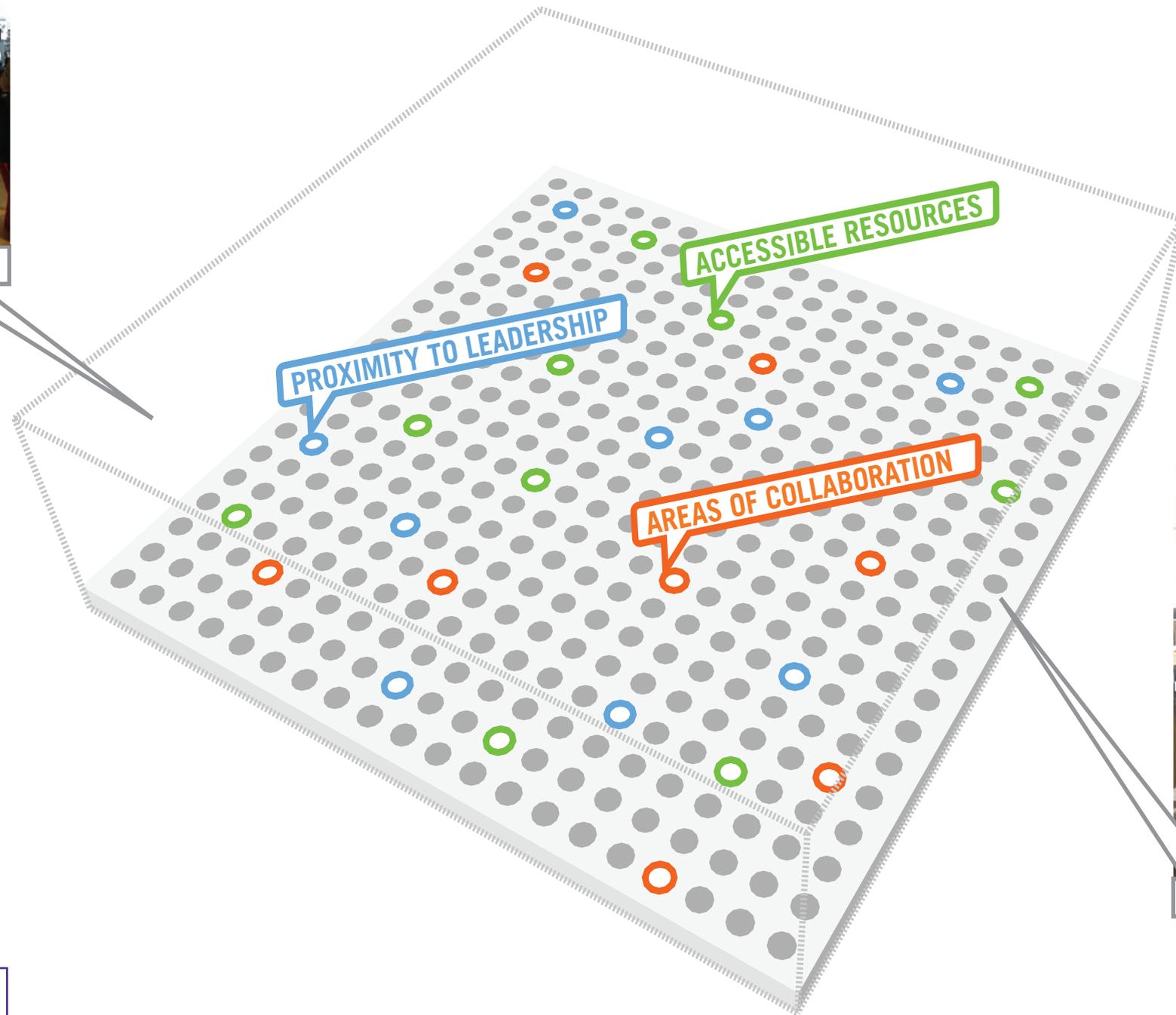
DIVERSITY / INFLUENCE

Programs and projects are purposely diverse, participants and users are from a variety of backgrounds and experiences. Specifically encourage and attract artists, engineers, humanities, and business students to get involved and feel welcome. The culture will be sustained by this diverse involvement.



EGALITARIAN ARRANGEMENT

Egalitarian arrangements of space contribute to cooperation and open communication; they create a dynamic exchange where advice is shared instead of sought-after.



COWORKING | COLLABORATION

Wade Roush, Xconomy's chief correspondent and editor of Xconomy San Francisco, explains that a shift in mentality of the workspace is what has made the Maker Movement such a successful framework for technology-oriented work -- it brings together different expertise that will inevitably produce something unique.

STRATEGY

EGALITARIAN ARRANGEMENTS

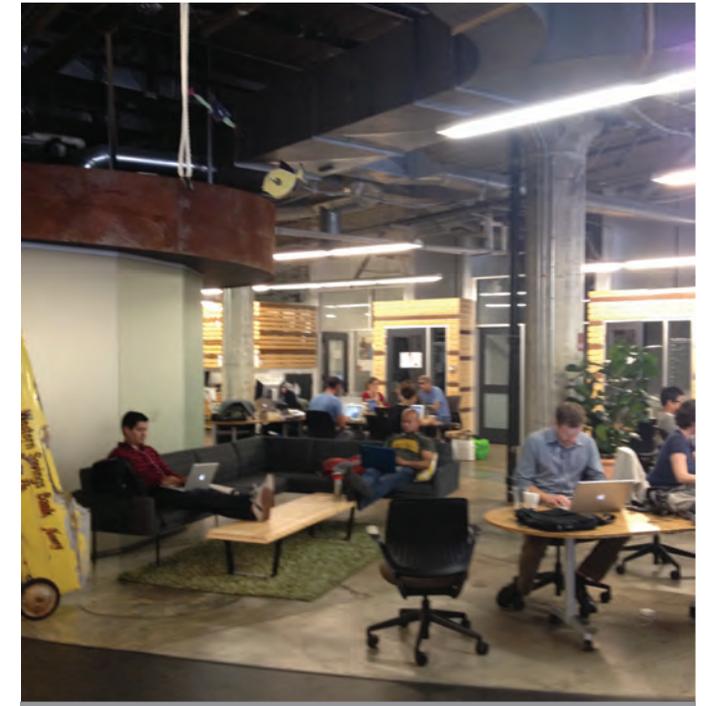
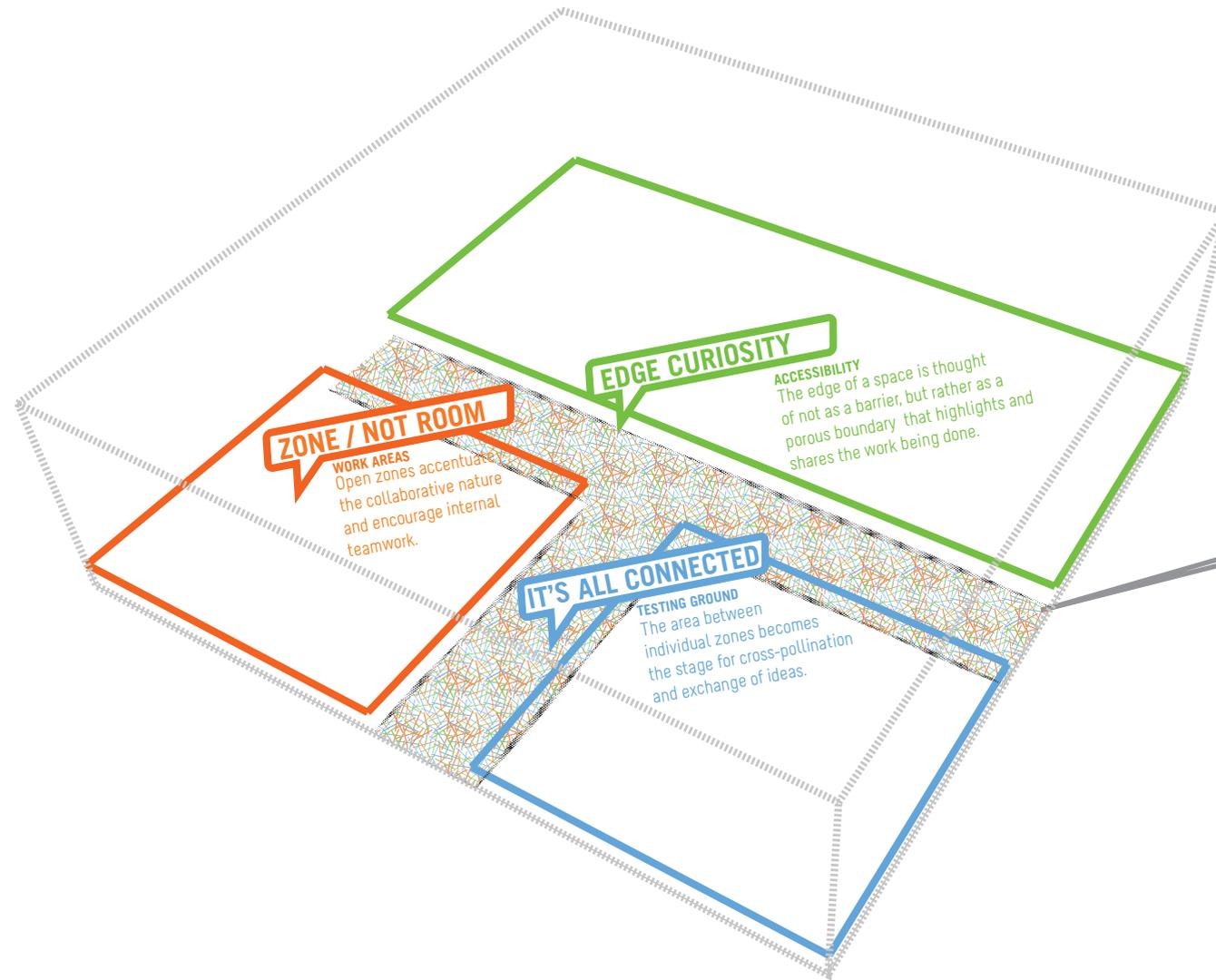
IDENTITY / INSPIRATION

Create a unique physical identity for the Center that is visible to the campus and the broader community. Individual projects, ideas, and companies are given the opportunity to create and exhibit their independent identity; creativity and art are visible throughout the Center. The identity and character are encouraged to be evolved by the participants.

SIGNAGE CAN DEFINE THE BORDER



Signage can define spaces without physical separation.



DIFFUSE BORDERS

Diffuse borders allow different program areas and departments to maintain a certain level of distinction while at the same time remaining accessible to, and integrated into, the bigger picture.

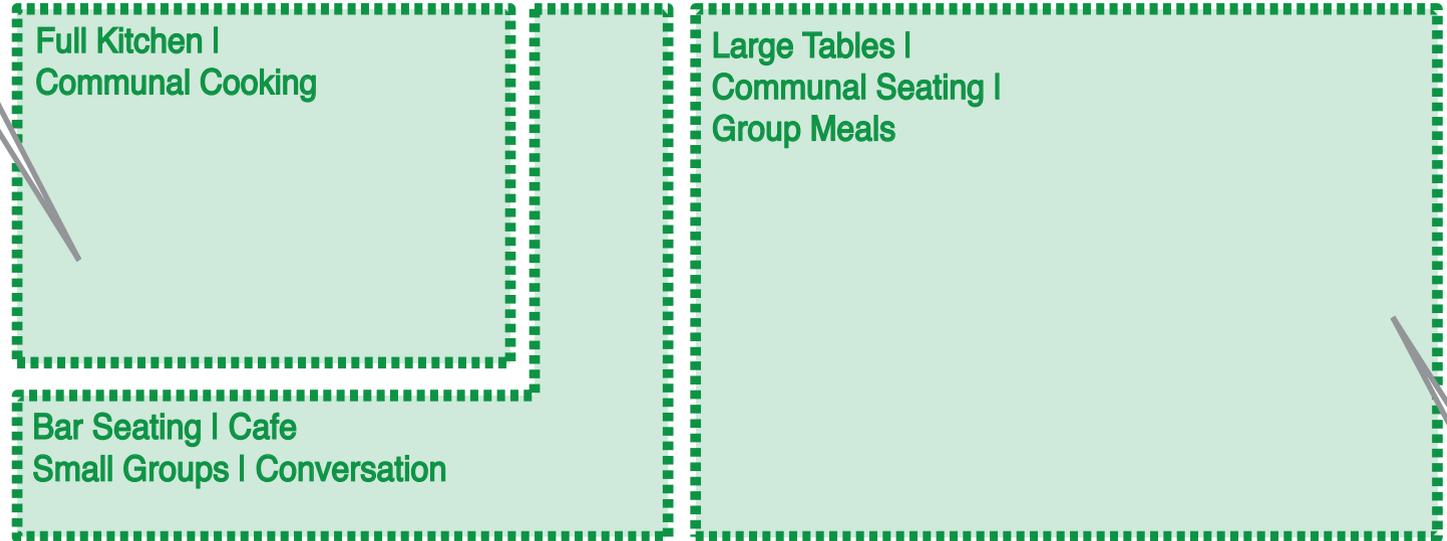
COMMUNITY

Create a community environment, a bond between the participants through social involvement, play and recharge opportunities, shared responsibility, and communal food experiences. Sharing the preparation of a meal as well as sharing a meal together builds community.



FULLY EQUIPPED KITCHEN

The kitchen is fully equipped for the preparation of large meals. This ensures that the communal kitchen can host interactions of different sizes and levels of formality.



FLEXIBLE COMMUNITY SEATING

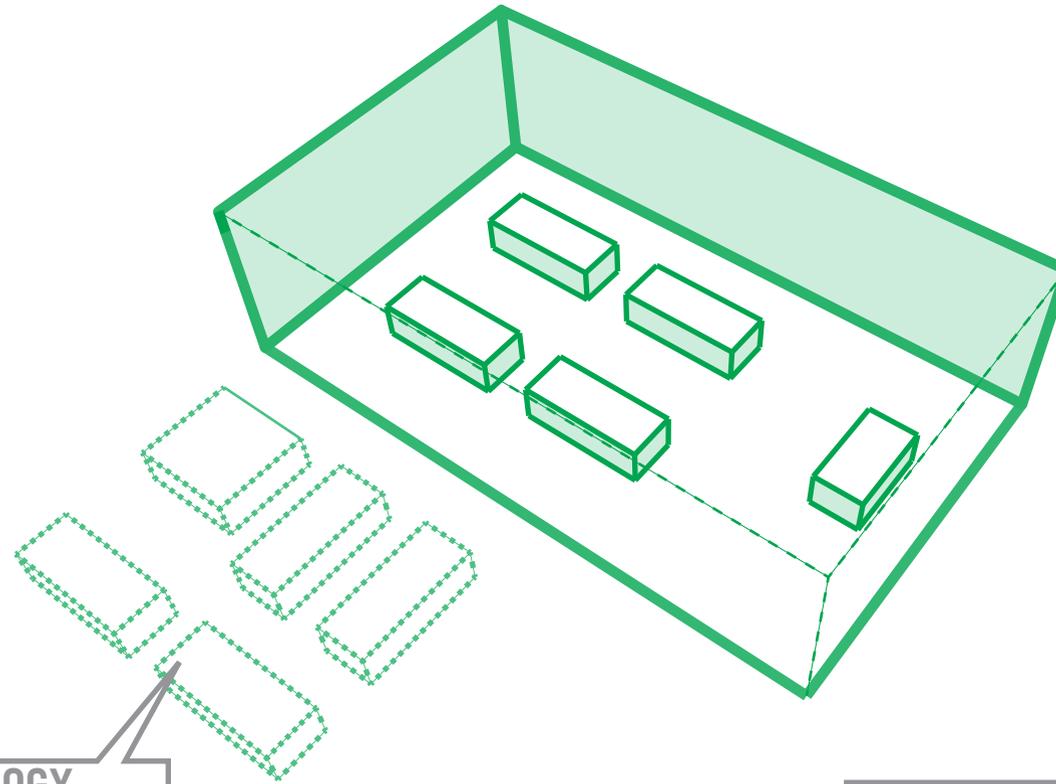
The open kitchen includes a variety of seating to facilitate different levels of interaction. Cafe seating is comprised of small tables, moveable chairs and a bar area, to host impromptu conversations. Larger tables and chairs can host community meals, themed group dinners or speaking events.

PUBLIC ENGAGEMENT

An emphasis on building bridges with the off-campus community through mentorship, partnerships, sharing, advising, “entrepreneur-in-residence”, and other activities. Engaging the broader entrepreneur community is critical to the culture of the Center and its presence, and long term sustainability.

MODIFICATION / FLEXIBILITY

Change and accommodation are built-in to the culture. The facility and its culture will embrace and support customization, change, and openness. Specific strategies to support this change include building in tolerance, adaptability, versatility, and expandability. In addition, the interior environment is populated with flexible and transformable furnishings and resources.

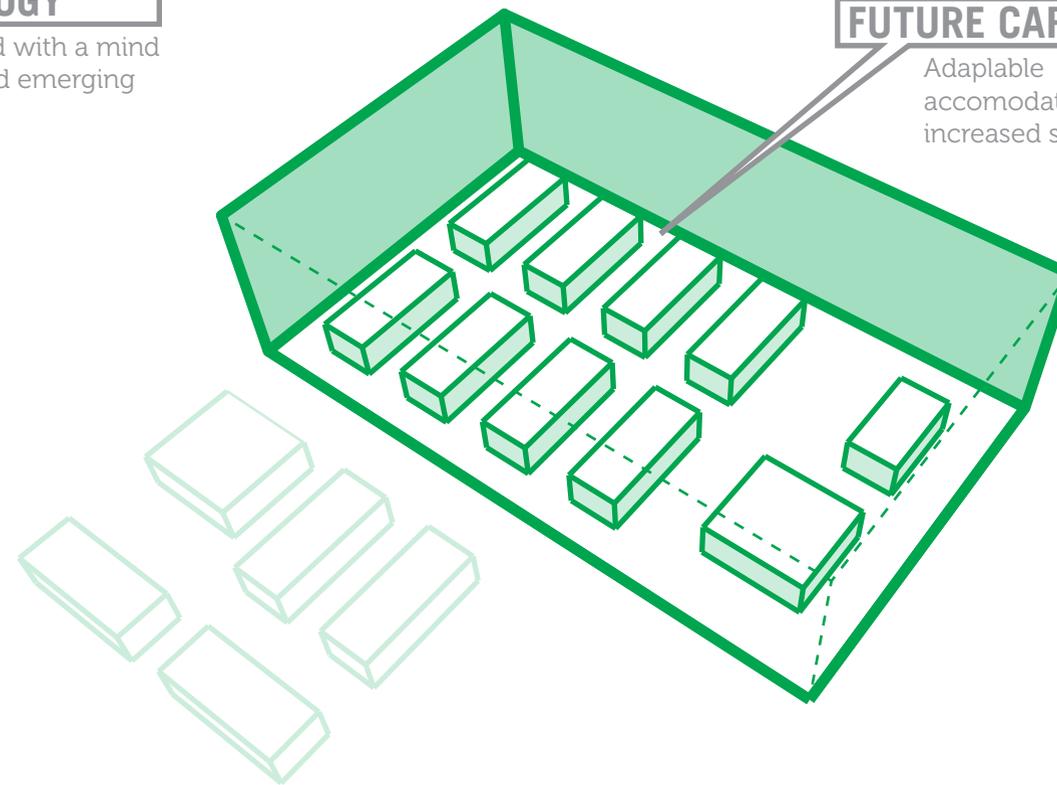


NEW TECHNOLOGY

Programs are designed with a mind toward new trends and emerging technologies.

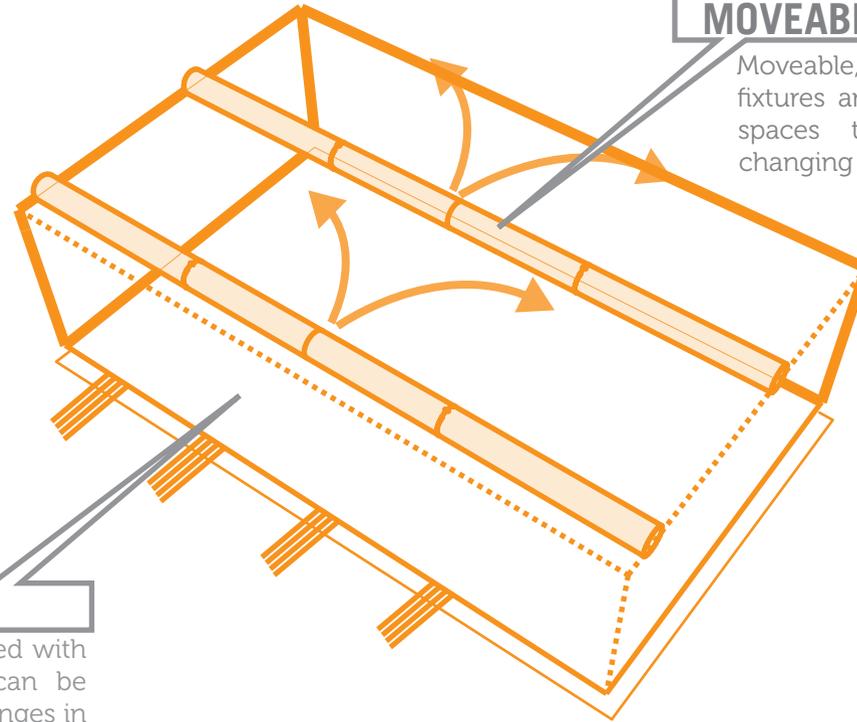
FUTURE CAPACITY

Adaptable spaces easily accommodate new technology or increased space demands.



STRATEGY

TOLERANCE

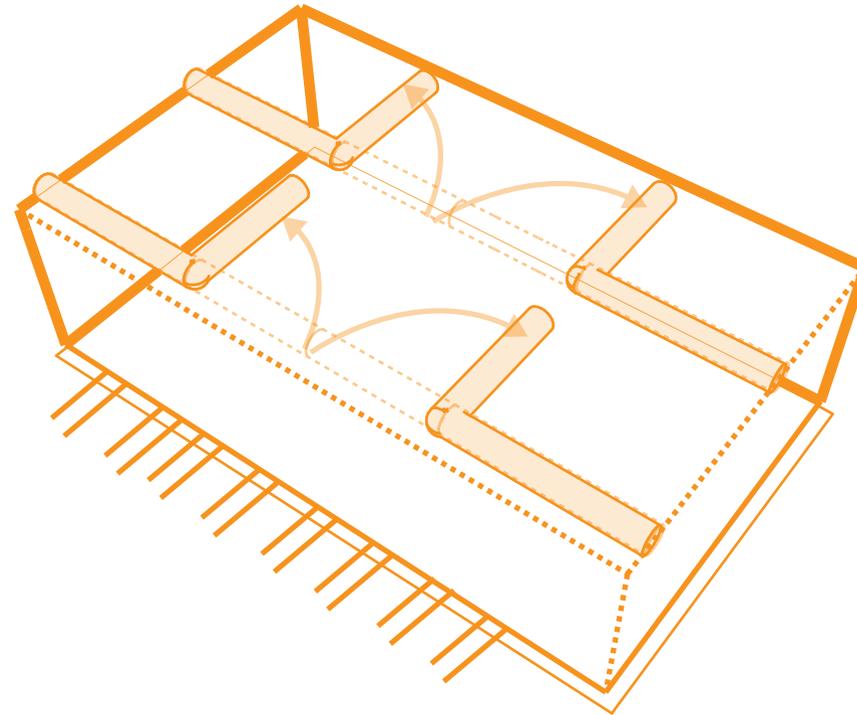


MOVEABLE FIXTURES

Moveable, configurable fixtures and furniture allow spaces to be used for changing program.

RAISED FLOORING

Adaptable spaces are designed with nimble infrastructure that can be configured to respond to changes in spatial and technological needs.

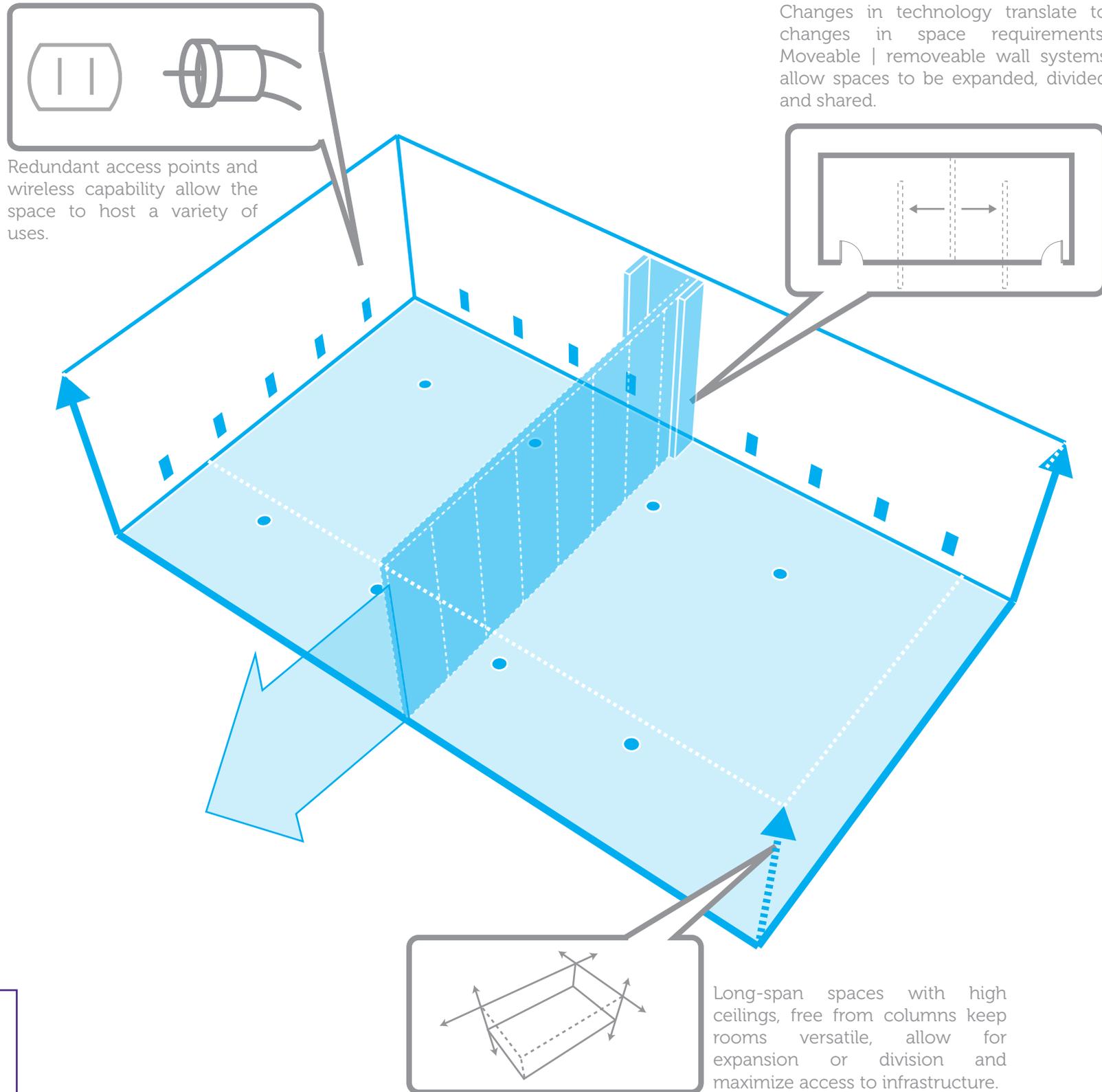


STRATEGY

ADAPTABILITY



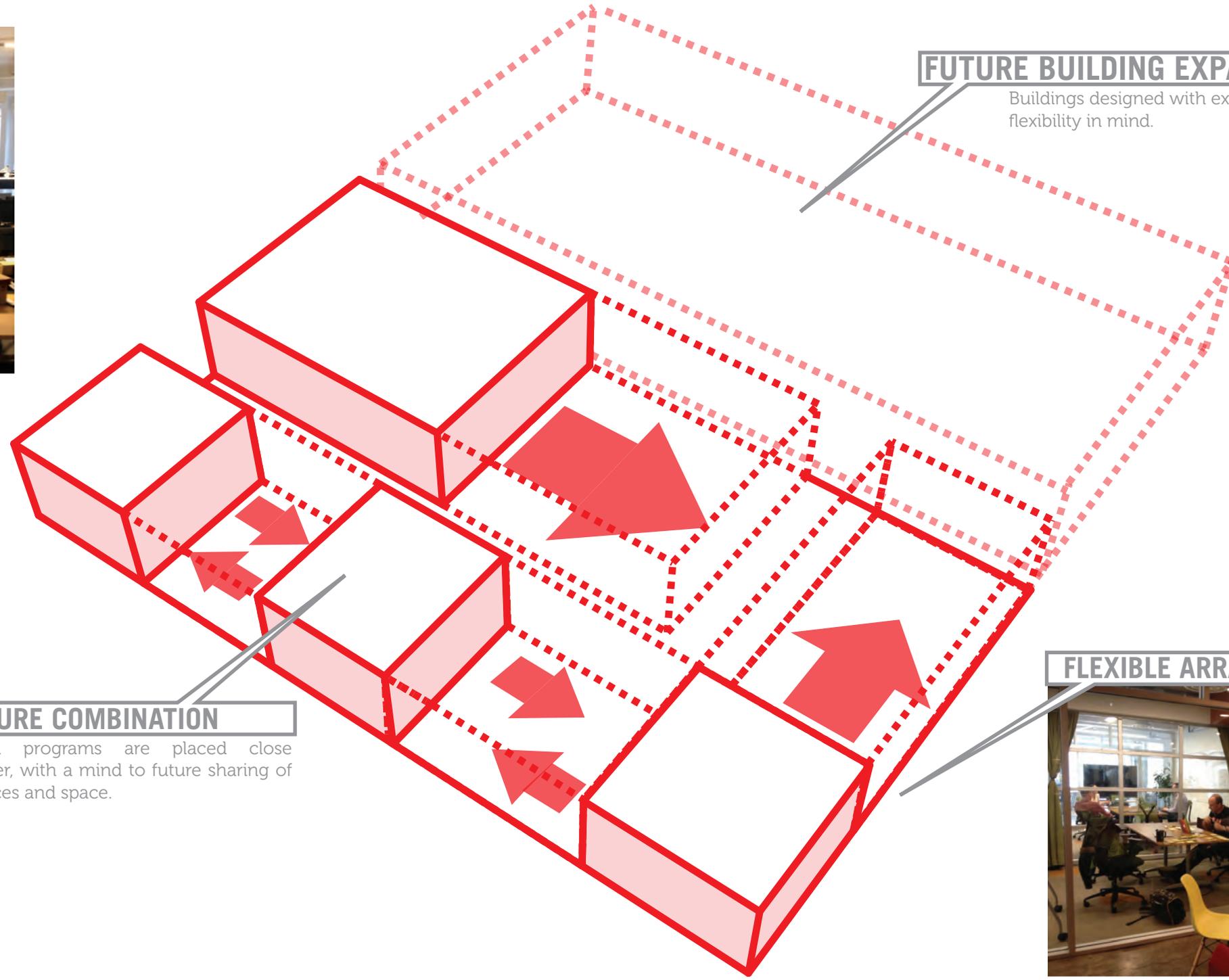
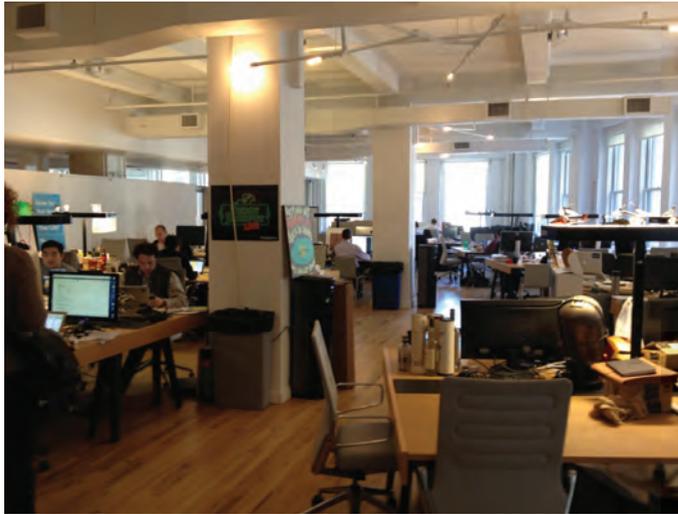
This computer lab at the University of Utah has multiple power and data access points, which not only allows for versatile configurations within the space, but also for easier replacement and upgrading of existing fixtures and technology.



Moveable walls at Stanford's D. School serve multiple purposes. They allow students to be visible yet separated, they provide pin-up space for impromptu meetings and also allow students to communicate with each other and follow each other's progress.



The open floor plan at the IBM Design Lab serves many functions. It gives flexibility to furniture and worker layouts, allowing teams to see what others are working on, for people and ideas to move freely, and to allow collaboration whenever necessary. It also allows for maximum flexibility for infrastructure and building services.



FUTURE BUILDING EXPANSION

Buildings designed with expansion and flexibility in mind.

FUTURE COMBINATION

Related programs are placed close together, with a mind to future sharing of resources and space.

FLEXIBLE ARRANGEMENT



Hard, spaces that are highly equipped or spaces with large amounts of built-in equipment are located next to soft, open, flexible spaces that can easily be moved or expanded into.

STRATEGY

EXPANDABILITY



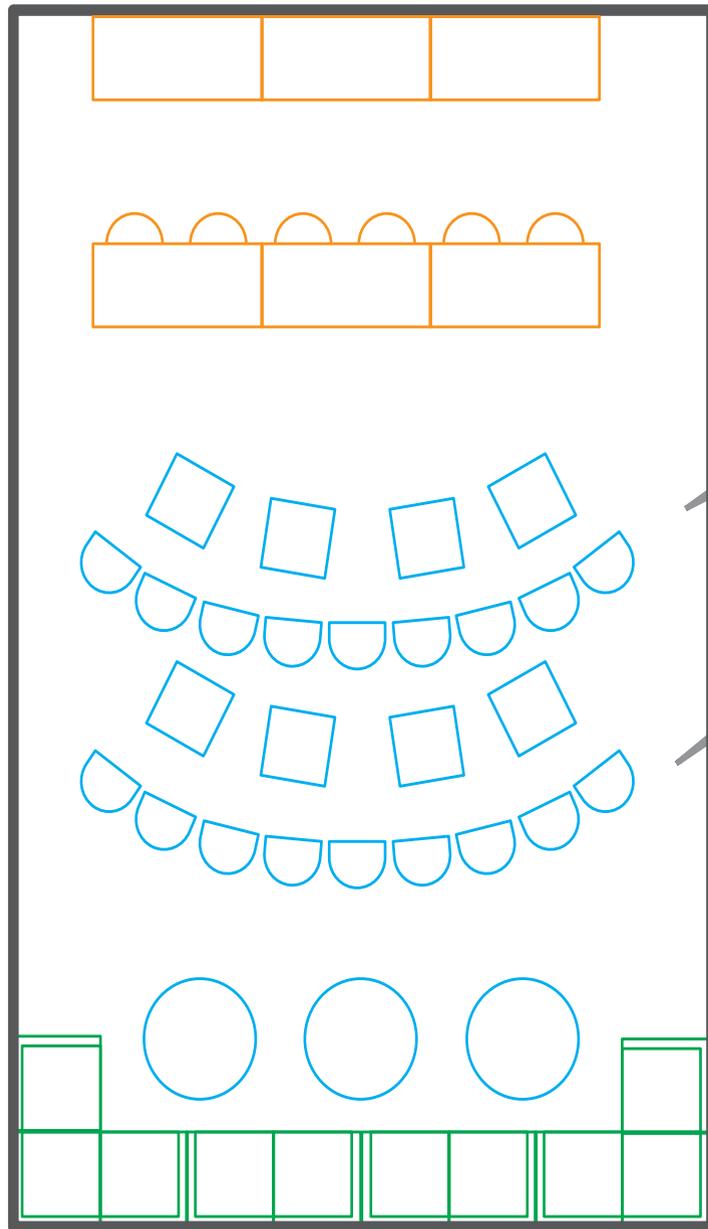
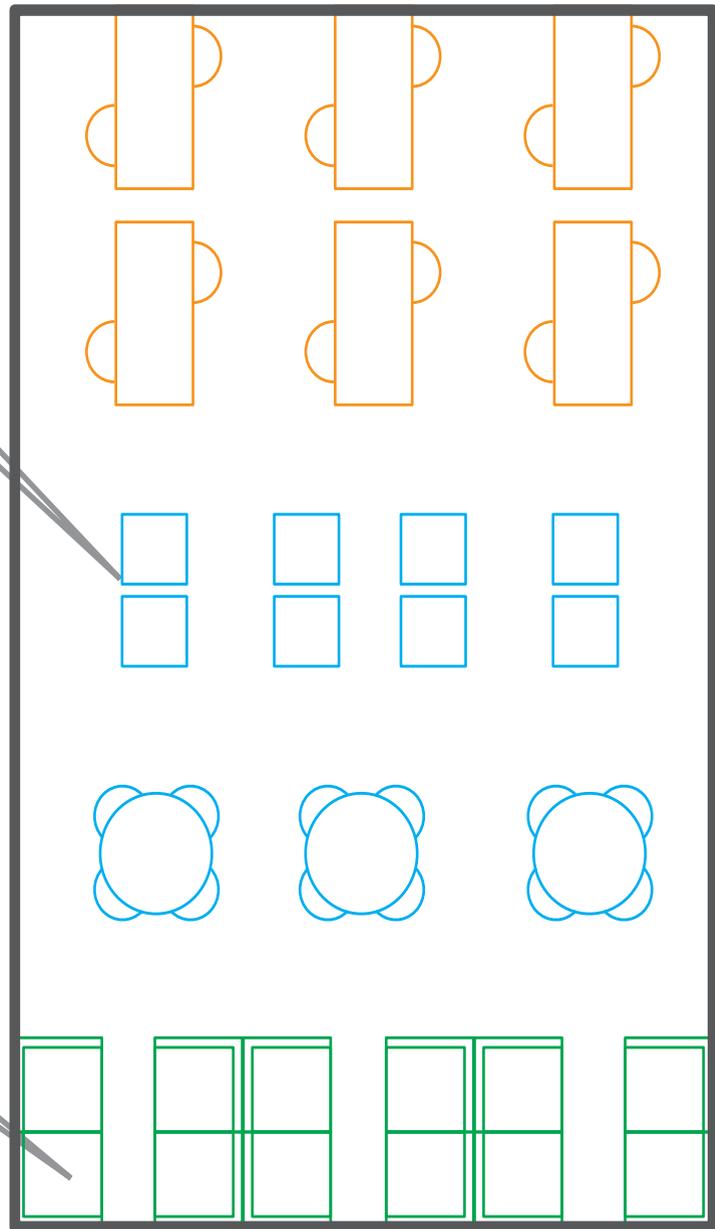
SURFACE FURNITURE

Sometimes all you need is a surface. Multi-function furniture can serve as a seat, table, paperweight, or whatever the innovator needs.



HIGH-BACK "PHONE BOOTHS"

Lightweight and maneuverable, high-backed chairs and benches serve as physical and accoustic isolation from busy spaces.



FLEXIBLE MEANS MOVEABLE

Panels slide, stack, define space or get out of the way.

LIGHTWEIGHT AND STORABLE

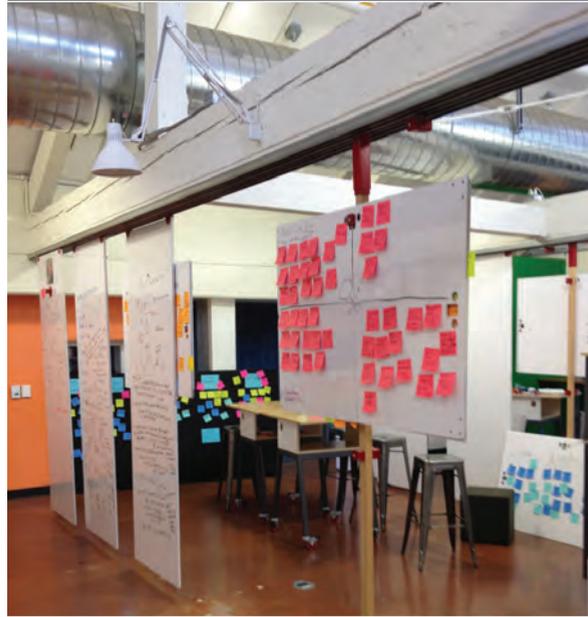


Furniture can be shoved against a wall or stacked neatly in a closet to make way for large groups or projects and can be quickly deployed to accomodate lectures and panel discussions.

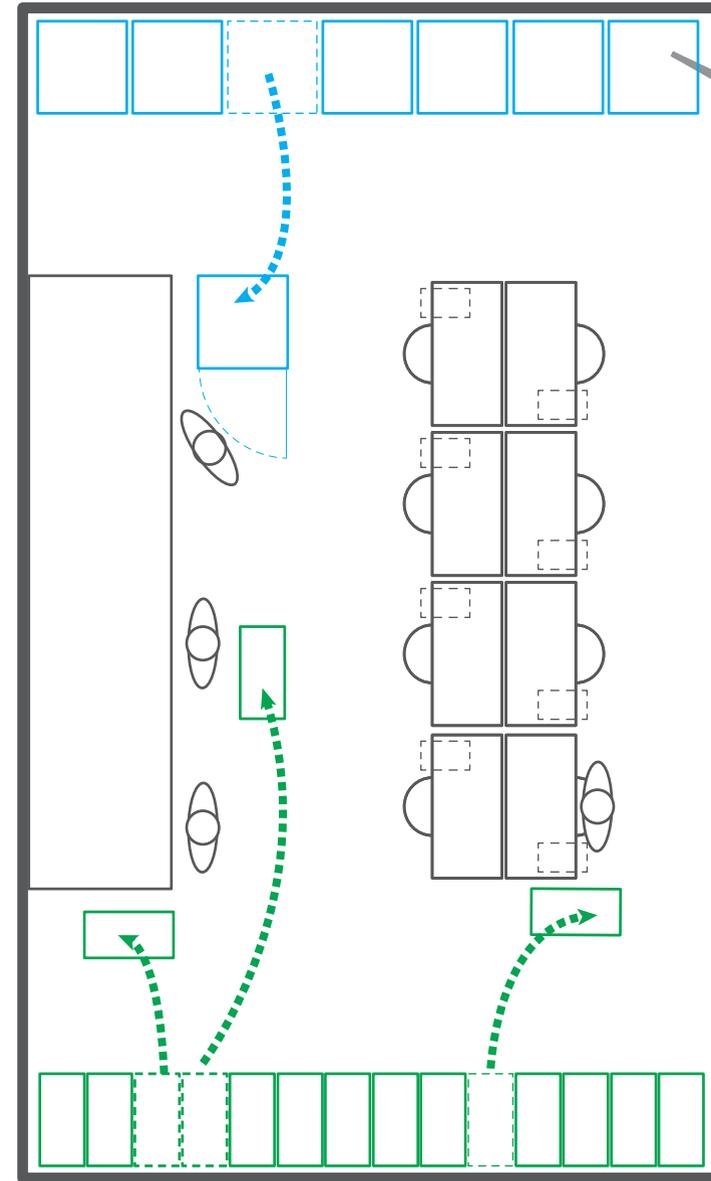
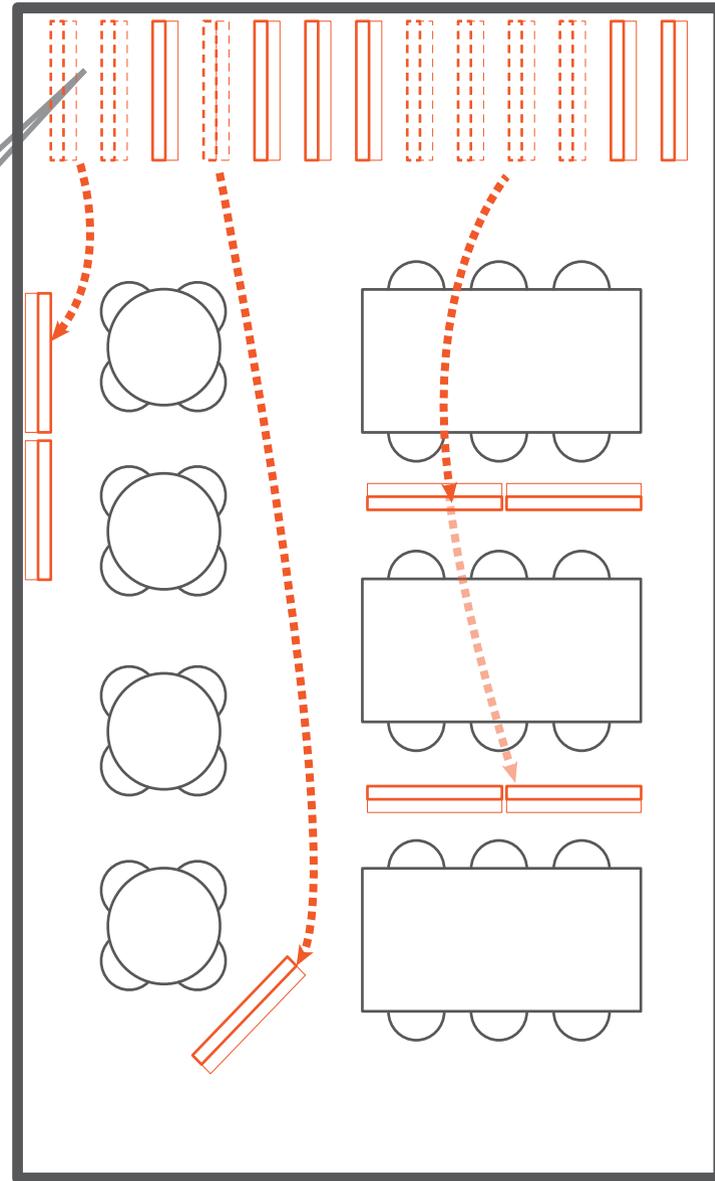
STRATEGY

FURNITURE FLEXIBILITY

COMMON MOBILE DISPLAYS



Mobile display boards can be chalk boards, white boards or digital smart displays. Individual units can be hung on walls or moved on wheels to facilitate quick discussions. Multiple units can be used for larger, longer collaboration sessions or to divide space for privacy or visual separation.



SECURE MOBILE STORAGE



Lockable, mobile storage options allow innovators to take their own resources and tools-sets to any of the program areas to which they have access.



COMMON MOBILE STORAGE

Common mobile storage holds items that are available to everyone and may be tied to specific work areas or to particular tasks.

STRATEGY

RESOURCE FLEXIBILITY

ADMISSIONS

Attract a diverse set of occupants and participants, including disruptors, mentors, advisors, game-changers, and conspirators from a variety of disciplines and backgrounds. Attract and retain individuals who choose to be a part of the community. Consider required participation for freshmen, and encourage graduate student involvement.

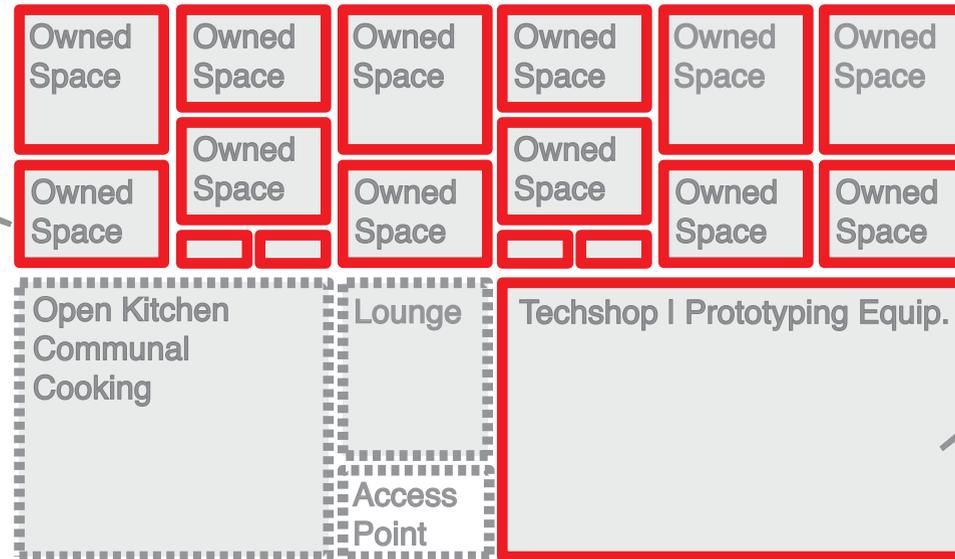
ACCESS

Innovation does not happen on a 9-5 schedule or a semester schedule. The building and its facilities are accessible 24/7 for project and company participants with card/key access. A portion of the facility is open-access to anyone in order to create interest and attract new participants. This area is open-access with limited hours. Parking and loading is included for project teams and companies who might have large objects to move in or out.



OWNED SPACE | MYSPACE

Private offices and workspaces can be assigned to student and non-student businesses and groups. They are available only to their owners, 24 hours a day via keycard access.



ACCESS | PRIMARY BOUNDARY

Prototyping equipment and kitchen areas are accessed via keycard through an access point. They are not available to itinerant workers or the larger student body.



PROJECT BASED | KEY ACCESS

Access to prototyping and fabrication facilities are available to students via keycard access. Supervisors | Facilitators are present whenever the shop is open.

LIBRARY MODE | DROP-IN

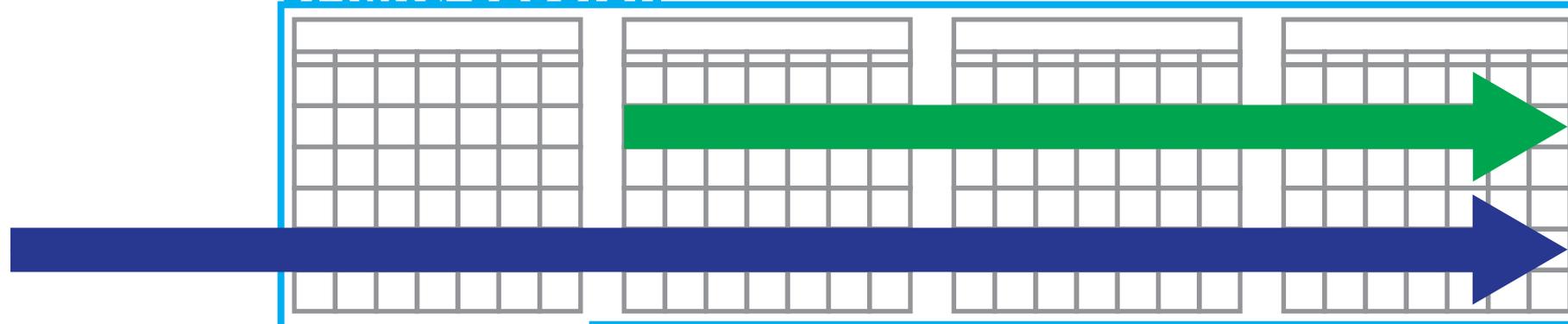


Itinerant workstation and the event space are open to everyone, both students and non-students during a set time. After hours access is available to owned space and techshop members via keycard.

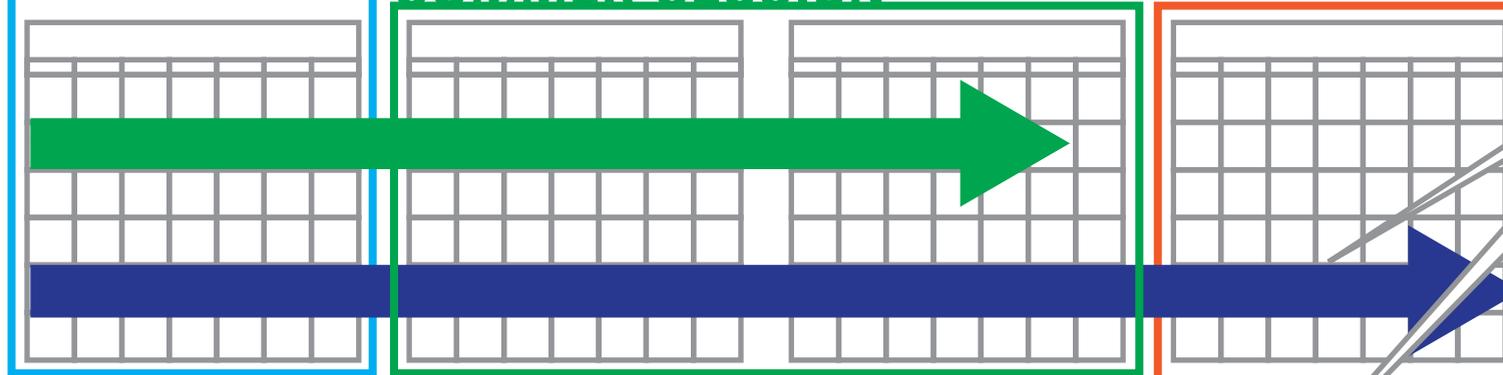
OWNED / ITINERANT SPACE

The length of stay for companies and project-owned spaces is based on the project's needs not on the academic calendar or class schedules. Earning the right to own/occupy space in the building is evaluated utilizing student leadership.

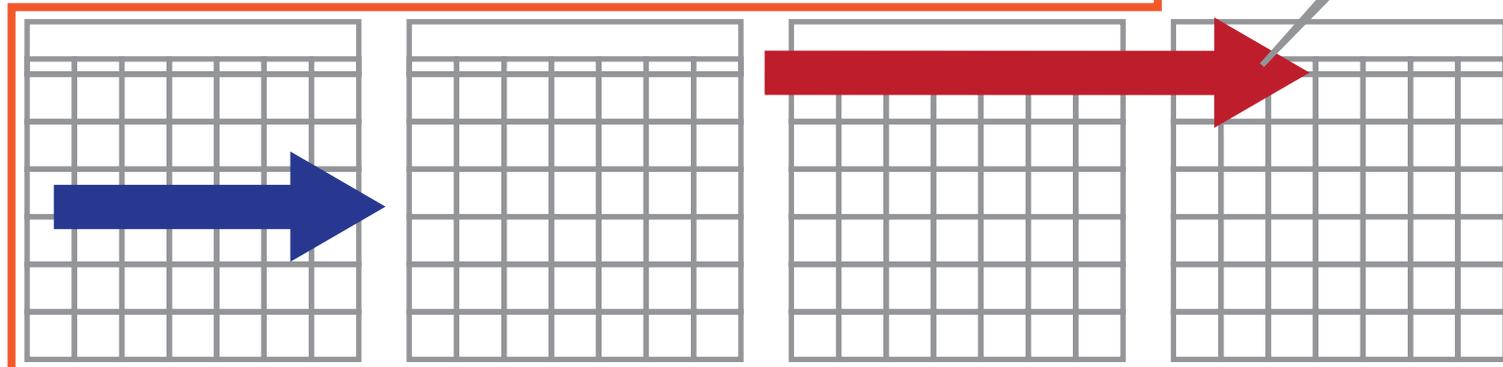
SPRING SESSION



SUMMER SESSION



FALL SESSION



PROJECT BASED TIMELINES

Owned spaces based on the length of the project rather than the academic term give startups space to work and allow innovators time to complete their vision. Shorter term placements keep spaces nimble and dynamic.

SERVICES

Development of a supportive network for connecting students to resources and people are critical. A concierge or host for the space facilitates this connectivity and serves as a resource and Center advocate.

FACILITY LEADER

The Facility Leader sets the tone and carries the story of the Center throughout the itinerant nature of the companies and students. Mentoring and facilitating the culture of the center is part of this job description.

PROGRAMMING OF ACTIVITIES

Sharing skills and resources, exposing participants to a diverse set of educational and development opportunities, and keeping the life of the Center vibrant and active are key components to the facility that are filled with planned and curated activities.

Lassonde Center	clark huesemann
University of Utah	ARUP Foresight