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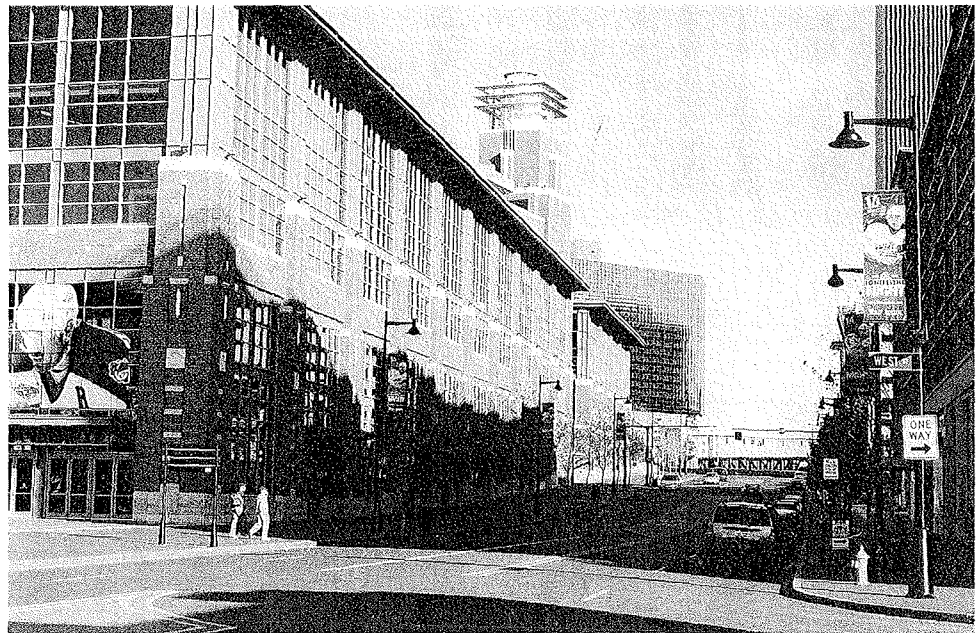
Controlling Crime Through Design

“The instinctive reaction of many lawyers is to focus on legal rules [to control crime], without thinking about the constraints of physical space.”

Neal Kumar Katyal of the Georgetown University Law Center breaks that mind-set and reviews in detail several effective design strategies to reduce crime. This comprehensive article is full of practical ideas that are just as useful to designers as they are to lawyers.

Increasing Visibility and Monitoring

Katyal’s first crime-reducing strategy is to increase an area’s visibility and ease of monitoring by private citizens through diversity of building use, building design, and lighting. Diversity of use is enhanced when each area serves more than one primary activity. The range of activities should insure that people are in the area at different times of each day and on each day of the week. *(con’t on page 4)*



An attraction, such as this arena, can be a catalyst when placed in an urban setting with other shops and restaurants nearby.

Catalytic Buildings

A diversified mix of stores, restaurants, and entertainment venues can draw pedestrians to urban centers and spur further economic development. Creating the initial nucleus for such development, though, is often difficult. Many times, the initial investment proposed is a building—museum, sports facility, or tourist attraction—that would bring people into the area. Researcher Ernest Sternberg, The University at Buffalo, The State University of New York, reviews relevant research on these “catalytic buildings” to see what is known about their effectiveness.

Catalysts and Development

Sternberg enumerates five ways in which a building can influence local development. He believes the primary way is by increasing pedestrian traffic in the area, creating convenient opportunities

for pedestrians to visit other establishments. Other relationships can also exist. The building might provide a public amenity, create a more pleasurable locale, or add to an area’s inherent identity or charm, all increasing the neighborhood’s desirability. As a physical testimonial of intent or interest, it might reassure other investors and increase the likelihood of additional development, or its design and siting might influence planners’ and urban visionaries’ ideas about the form and context of future development. Appropriate physical design underlies all these reasons. His article, though, concentrates on what we know about pedestrian behavior, distilling precepts from literature on marketing research and shopping behavior. These precepts are concerned with location, aesthetics, and pedestrian flow. *(con’t on page 6)*

Editor’s Commentary	2
Neighborhoods and Walking Behavior	2
Rural Landscape Preferences	3
Counterpoint: Catalytic Buildings	7
Children’s Participation in Design	7
PLACECoach NewsAlerts	8
Expert’s Corner: Office Diversity	10
Book Reviews	12

EXPERT'S CORNER



Employee photomontage, Ross Barney + Jankowski, Inc. Architects

Researching the Profession: Diversity in the Office

by Kathryn Anthony

Staff diversity has become an increasingly important issue in the workplace, yet many design firms lag behind. Is yours one of them? If so, you could be placing your firm—and yourself—at risk. What does my recent research on *Designing for Diversity* reveal about the experiences of contemporary architects? Compared to their white male counterparts, how are underrepresented architects faring? My analysis reveals several significant areas for concern.

Themes

- Rites of passage—such as interviewing, internship, registration, and the first job—that serve as gateways to the profession often serve as roadblocks to underrepresented architects.
- The architectural profession depends so strongly on the state of the economy that it can be difficult for employees to escape from uncomfortable work situations.
- Many underrepresented architects are pigeon-holed: women architects are often pegged as interior designers, African American architects as government architects, and Asian American

architects as computer-aided designers, limiting their job mobility and opportunities for advancement.

- For underrepresented architects, the phenomenon of “leap-frogging”—watching white male subordinates become superiors almost overnight—is seen all too often, and it propels many diverse designers out of the profession.
- Working conditions in many architectural offices all too often prohibit those treated unfairly from complaining.
- The profession is not family-friendly. With the exception of those who are self-employed and a handful of others, women architects who work part-time often jeopardize their careers.
- Many underrepresented architects are unprepared for the harsh realities that await them in the profession.
- While substantial strides have been made to promote diversity in other fields, gender and racial discrimination, in the architectural profession still run rampant. Two-thirds of those surveyed had seen or heard about instances of gender discrimination, and four out of ten had seen or heard about instances of racial discrimination

in architectural offices.

- Significant gender and racial differences are found on important morale issues. For the most part, the experiences of underrepresented architects are more negative than those of their white male counterparts.
- Although many underrepresented architects have “shattered the glass ceiling” and succeeded in the profession, they must overcome many obstacles placed in their way. Those who have succeeded often opened up their own offices; yet this is not an option for all.
- Architects who escape the traditional arena of private practice for government, corporate work, and real estate development seem to fare significantly better. Yet if more diverse designers continue to pursue alternative careers, the mainstream of the profession will suffer.
- Finding a supportive work environment is key for those who have triumphed in the profession. Office management practices can either make or break the future of architectural employees. Unenlightened managers with a “sink or swim” attitude are in large part responsible for the high numbers of underrepresented architects who flee mainstream practice.

Setting a Comprehensive Strategy

How can your workplace be made more sensitive to diversity issues? Certain strategies can be somewhat effective, but they rarely work in isolation. Instead, they must be part of an institution-wide strategic initiative to change the culture of the organization. A diversity plan should be developed with a cross-section of staff members, not just those who are underrepresented. And its progress must be monitored regularly. Who is where in the firm? Who is not? If necessary, a diversity consultant can be hired to make sure you get on, and stay on, the right track. What kinds of specific strategies can design firms use to promote and maintain diversity? Mentoring and cross-training programs provide employees with a well-rounded set of job experiences. Offer flex-place or flex-time arrangements for those who cannot work in the office five days a week; this step alone would create a much more welcoming environment to employees

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with children. Support opportunities for professional development. Encourage staff to assume leadership roles in local women-in-architecture organizations, the National Organization of Minority Architects, and other affinity groups. Your firm's affiliation with, visibility in, and support of such organizations will ultimately enhance your industry reputation.

Promoting Fairness

Develop a proactive approach to avoiding discrimination charges. Ensure that supervisors are properly trained and knowledgeable about discrimination practices, and ensure that all employees are paid fairly. Establish clear rules and policies, and follow them consistently; to lawyers, inconsistency in applying workplace policies is a red flag. Establish a confidential internal dispute resolution system so that employees can utilize it without fear of retaliation. Finally, conduct exit interviews to learn why people quit, and ask questions such as: How fairly do you believe you were treated here? What more could have been done to provide you with greater opportunities to grow and learn? What future efforts should we make to attract and retain employees like you?

Finding Holistic Solutions

Regardless of firm size, a holistic approach to diversity works best. As one white female, age 35, put it, "The smartest thing that they can do is that they can pay equitably. And they can promote equitably. . . . By creating an underclass of architects within the profession who are not white and who are not male, it's only a matter of time before these people see their prospects as being better if they are on their own."

For more about *Designing for Diversity*, or to order a copy, see: <http://www.press.uillinois.edu/f01/anthony.html>. The research is based on surveys and interviews of over 400 architects in the U.S.

Kathryn H. Anthony, Ph.D., is Chair of the Design Program Faculty, University of Illinois at Urbana-Champaign School of Architecture, and on the faculty of the Dept. of Landscape Architecture and the Women's Studies Program. She is also the author of the award-winning Design Juries on Trial: The Renaissance of the Design Studio. She can be reached at kanthony@uiuc.edu.

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Children's Participation

(con't from page 7)

while the latter involves a request from the town council or other body for children's participation in a particular project. The authors view both methods positively, but raise concerns that some Children's Councils may be limited by decision makers' political will to follow through with the children's recommendations, while Participation in Planning without appropriate guidance might set unrealistic expectations of the children's role or contributions.

Toolkit

Of equal importance in children's participation is the nuts and bolts knowledge of how to approach the process. David Driskell and members of the Growing Up in Cities Project, a UNESCO-backed initiative, have created a workbook that explains how to create, implement, and monitor participatory projects that include children and youth in urban planning. Designed for a wide range of community users, much of the book will be familiar to those who have practiced participatory design. The book highlights many participatory methods, including tips on how to successfully use each

method with children. Special issues of consent and confidentiality, which are of heightened interest when dealing with children, are also included, as is a useful list of additional resources in an appendix. Although inviting children into the design process requires careful planning, ultimately, doing so can yield benefits to both children and adolescents, and the spaces they inhabit.

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Francis, Mark, and Ray Lorenzo. 2002. Seven realms of children's participation. *Journal of Environmental Psychology*, vol. 22 no. 1/2 (May/June), pp. 157-69.

Sutton, Sharon Egretta, and Susan P. Kemp. 2002. Children as partners in neighborhood placemaking: Lessons from intergenerational design charrettes. *Journal of Environmental Psychology*, vol. 22 no. 1/2 (May/June), pp. 171-89.

Gardens that Heal: A Design Program

The School of the Chicago Botanic Garden will conduct its first Healthcare Garden Design Certificate of Merit Program in two parts, Feb. 24-28 and Oct. 20-24, 2003. The multidisciplinary continuing education program will focus on the unique characteristics of healthcare gardens and their design for specific populations and facilities. For more information on the program content, and to register, visit the web site at www.chicagobotanic.org/certificate/hgd.html. Alternately, contact Wayne Becker at (847) 835-8292, or at wbecker@chicagobotanic.org. (Cost for the two-part program is \$2,995 for registrations received before Feb. 1; \$3,249 after Feb. 1.)