



September 2006

The Task

Stanford is embarking on the development of a satellite campus in Redwood City.

At this early stage, the new campus is a blank canvas – and Stanford is committed to making the Redwood City location nothing less than top quality.

Stanford sees the development of the Redwood City campus as an opportunity to think deeply about how the new campus will be experienced by the Stanford community and by its Redwood City neighbors. The Department of Land and Buildings tasked the local design firm IDEO with investigating what the new campus might offer, how it might operate in the context of the current Stanford campus, and how it might differentiate itself for the benefit of its users.

This investigation proceeded with the following goals in mind:

Stanford wants the Redwood City campus to be *ground breaking*;

Stanford wants the new campus to be a magnet of *activity*;

Stanford wants people to say “*you haven’t seen Stanford until you’ve seen its Redwood City Campus.*”

The Process

In April of 2006, IDEO joined together with a Workplace Planning Group that was convened at Stanford to began a five-week research project to explore the potential uses of the Redwood City campus. The Workplace Planning Group, designed to represent a number of constituent groups relevant to university thinking about the Redwood City campus. A list of the Workplace Planning Group members is included at the end of this report.

IDEO conducted observations and interviews with Stanford stakeholders on campus as part of this research project. In addition, IDEO convened a series of workshops and meetings with the Workplace Planning Group to explore ideas and options. This work yielded preliminary thinking about what the new Redwood City Campus could be. Additional thoughts from Stanford stakeholders and Redwood City constituents will be explored in the coming months to add to this beginning work and to help create the vision of the future campus.



Findings to Date

An early and dominant finding from the research is the following: while many people at Stanford are excited by the opportunity of moving to the Redwood City campus, others are apprehensive that such a move could result in becoming second-class citizens at the university. The Workplace Planning Group is committed to addressing this concern, helping to formulate stakeholders' expectations for the Redwood City Campus and generating excitement about the opportunity to be part of something new.

IDEO created six design principles to examine these issues and to guide the planning for the new campus:

Designing to the individual

- 1 Making the Redwood City campus convenient and pleasant for its users and neighbors
- 2 Establishing a new "standard of living" – better office environments for employees
- 3 Creating "uncommon common space" – open and accessible to all

Designing to the community

- 4 Anticipating "equal and opposite reactions" – strong and positive interactions between the main campus and Redwood City
- 5 Anchoring the Redwood City campus community – with a vitality and identity of its own
- 6 Acknowledging the value of the Redwood City community – to the main campus, to the new occupants, and to the neighbors

Along with these design principles, IDEO worked with the Workplace Planning Group to develop future scenarios of how Stanford constituent groups and neighbors might use the Redwood City campus. These scenarios are based on three potential types of campus users, called archetypes. The archetypes are not meant to be representative of all users of the new campus; rather, they were chosen because they might show us how different groups would bring unique needs, ideas and visions to the campus. In this way, they can be viewed as examples of how various stakeholders might make the new campus their own. They can also be used to test our thinking about the campus and its goals.



STANFORD + IDEO
Defining a vision for Stanford at Redwood City

Three archetypes:



forging new ground

Groups and individuals
 That test boundaries,
 Develop innovative
 Work environments,
 Pursue Creative models
 In Higher education,
 Try out new ideas.



one foot on each campus

Groups and individuals
 longing for work locations
 that can bring them together
 with their peers, while also
 continuing strong and daily
 Interaction with the main
 Campus.



feeling welcome

Visitors to campus for
 conferences, meetings,
 events – people who
 need to feel welcomed
 on the new campus and
 who help to forge the
 Campus' new identity.

Next Steps

Future research will pursue how these design guidelines might be applied to the realities of the Redwood City campus, and how the three archetypes might be further researched and developed to guide our thinking.

For a complete description of this research project to date, as well as the ideas generated thus far, please see the complete report developed by IDEO. While we can't promise to deliver all the ideas contained, Stanford is committed to making the Redwood City location nothing less than top quality. In addition, the Workplace Planning Group is committed to continuing to gather feedback, ideas and thoughts from the Stanford community and from Redwood City as a collective vision for the new campus is developed.



The Workplace Planning Group includes:

Alan Acosta, Associate Vice President and Director, University Communications

Jeanne Berent, Director of Financial Planning, Development

Susan Calandra, Controller

Charles Carter, Director, Land Use & Environmental Planning

Jack Cleary, Director, Department of Project Management

Megan Davis, Director of Finance, Land and Buildings

Margaret Dyer-Chamberlain, Director of Capital Planning

Noel Hirst, Finance and Facilities Manager, Business Affairs

Kathy Hudson, Facilities Services Manager, Stanford University Libraries

David Lenox, University Architect

Randy Livingston, CFO

Jean McCown, Director of Community Relations

Maureen McNichols, Marriner S. Eccles Professor of Public and Private Management,
Graduate School of Business

Bob Moya, Manager of Facilities Operations, ITSS

Diane Peck, Director of Human Resources

Bob Reidy, Vice Provost for Land and Buildings

Nancy Tierney, Director, Facilities Planning/Management, SOM

Julia Tussing, Administrative Services Manager, School of Medicine

Tim Warner, Vice Provost for Budget and Auxiliary Management

Karen Wilson, Associate Dean, Facilities Operations and Services, GSB