Our 2014 Design Forecast highlights the trends that will shape design in the coming decade. They reflect six big topics that form an agenda for the future.

The trends that make up our 2014 Design Forecast reflect six big ideas that form a working agenda for design’s impact on our clients’ success in the coming decade. That agenda includes workplace, wellness, technology, urbanization, globalization, and development. Hands-on experience with our clients exposes us to these topics as they play out in hundreds of cities. All six ideas are reflected in the most important trends—the meta-trends—that will drive design between now and 2025. (See the next page.) They set the agenda for our practice areas’ research initiatives. Together with our experience, they give us a solid basis for forecasting what’s ahead.

Knowing what’s next will matter more in tomorrow’s design economy. When design is the difference between a great outcome and something less, a design perspective on the future is a competitive advantage.

We focus on transforming aspects of our clients’ businesses to help them achieve their goals and strategies. In this sense, we are business innovators, leveraging design’s power to change the game. As a global design firm, we never lose sight of the fact that the game we’re changing is one that our clients play to win. It’s their competitive landscape we’re transforming.

Our 2014 Design Forecast captures the insights of 22 global practice areas, 46 offices, and 4,000 design professionals. This is the design team our clients depend on every day to bring their projects and programs to fruition, deliver value on a planetary basis, and most of all learn from the experience and apply it to the future.

We’re honored to share this forecast with you. Our designers discuss these trends constantly across our firm. We invite you to join the conversation in 2014.

Diane Hoskins, FAIA
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Throughout the year, we discuss the latest trends, present research findings and design developments, and analyze the issues that matter to our clients. We invite you to participate!

http://designforecast.gensler.com
With our global markets in mind, here’s a report on the future of design.

**Mobility and performance**

Organizations will get serious about the problems of mobility and collaboration. As they recognize the benefits of face-to-face interaction, “getting everyone under one roof” will grow. Mitigating conflicts between interactive and focused work will be a top priority, given the negative impact of distraction on people’s effectiveness. (See our 2013 U.S. Workplace Survey.) Since mobility, density, and interaction are here to stay, the work settings of the future will be expected to resolve these dilemmas.

**Nudging people to health**

The wellness movement will prompt major changes in how healthcare is delivered (local and accessible, with more choices), how cities work (encouraging walking and biking), and how buildings are designed (encouraging people to take stairs, not elevators, for example). Wellness is a social issue, so design will be called on to make it part of the everyday. The goal is to do this so seamlessly that people can incorporate wellness in their lives without having to think about it.

**Integrating tech with place**

As smart devices proliferate, the world will be easier to navigate. As places get “smarter,” people will shape how they experience places to reflect their preferences. While tech’s integration with place is a given, getting there will still be a challenge. Tech is unpredictably disruptive and its innovation cycle can lead to overinvestment in the last big thing. Done badly, it can be intrusive. But tech is undeniably in place’s future. Realizing tech’s full potential will be a design priority in every market sector.

**Cities as the vortex of massive growth**

By 2050, cities will have 3 billion more people than they had in 2000. Africa and Asia will urbanize at twice the rate of everywhere else. Africa will be the next high-growth economy, with a pressing need for modern infrastructure. Urbanization in East Asia will be fueled by a surging middle class. The affluence of this immense cohort (3 billion strong by 2030) will spur substantial real estate investment so the cities in the region can live up to the rising expectations of new consumers.

**The hunt for new markets is global**

Regional economic parity means that leading companies in Asia, Latin America, and the Middle East will expand into new markets. Investors in these regions, including sovereign funds, will favor safe havens, with real property as a prime target. In many cases, they will be moving into unknown territory, so getting the nuances right will be crucial. More than just bridging the differences, design will have to build on them to create new approaches and models that can generate higher value.

**Urbanity takes the mixed-use stage**

The future is a mix of land uses, urban in character. The next generation of real estate development will differ from the last in its willingness to mix it up. The anchors and types of spaces will be more varied and easier to rezone and reallocate in response to shifting demand. Look for strong interest in urban moves that activate and then play the activities off each other to create integrated destinations. Planning and design will stress their open-ended nature—settings that can be reshaped to stay fresh.
The revolution is about design. This is a time of profound change in how design supports work in all its varied forms. Old ways are being set aside as organizations look at work and its settings holistically. There’s a demand for new approaches and real estate products. It’s as much grassroots as top-down. Behind it are two big, future-shaping trends.

Cities and buildings are changing in tandem with work and work styles.

Demographic, economic, and cultural shifts are taking hold worldwide.

Significant changes, including a younger workforce and the disruptive, innovation-driven nature of business, mean that real estate products are being rethought both in form and provision. The revolution that started changing the workplace in the early 1990s has spread now to the buildings and arguably to the districts—mostly urban, but not entirely—where work locates.

We’re leaving the vestiges of the postwar era behind. The workforce is in global transition and the old economic order is breaking down. New players are on the scene and established ones are departing or taking on new roles. Working (and designing) across geographic and demographic markets is crucial. It means staying connected and agile while respecting the nuances of different cultures and cohorts.
Workplace

Effectiveness requires choice

The workplace suffers from a case of “opposites detract.” People need to collaborate and are hungry for places suited to conversations among a few people. They need to focus, but they also need to interact—conference calls, virtual meetings, and people stopping by. Look for activity-based choices, user-shaped space, and furniture to calm distraction—look for balance.

Toward a next-gen workplace

As a new cohort—bigger than the Boomers—gets to work, the office workspace will be reshaped. The line between work and city will blur as towers and campuses mix in “community.” Coworking space, with its informal and collaborative ethos, will scale up. “Smart” environments will take hold. Attracting this young and creative generation will be a shared goal of cities and employers.
Commercial Office Building Developers

New drivers of change

Office buildings are changing. This reflects a shift from hierarchy to community, to support innovation. A younger workforce wants to see itself and its locally based culture in the office. Mixing work with other uses is a growing practice; connecting informally with others in and around the building is a plus. Both make urban mixed-use locations more highly valued.

A building type in flux

Emerging tenant demands challenge conventional approaches to vertical transportation, egress, floor-to-floor heights, and occupancy metrics. Higher densities, greater utilization, and 24/7 use mean more robust infrastructure for new buildings. Low-voltage current and the cloud simplify it for some users, making older buildings easier to convert to meet the needs of office tenants.

THE COMMERCIAL OFFICE BUILDING PARADIGM SHIFTS

**PRE–GREAT RECESSION**

- 20–25k square foot (sf) floor plates
- 250–350 sf per person
- Stacked office floors without openings and interconnecting stairs are the norm
- 10 percent chance of unplanned encounters with others
- Center core
- Amenities mostly tenant-provided, dispersed
- 8- to 9-foot ceiling height throughout all workspaces
- Favored locations: central business districts or suburbs

**POST–GREAT RECESSION**

- Up to 60k sf floor plates
- 150–250 sf per person
- 2- to 3-story opening with interconnecting stairs more common
- 90 percent chance of unplanned encounters with others
- Offset core in some markets
- More building amenities in a walkable, amenity-rich setting
- 9- to 12-foot typical ceiling heights, varying based on use
- Favored locations: mixed-use urban districts near transit

A NEW HIGHRISE ARCHETYPE

In designing The Tower at PNC Plaza, Gensler is setting a new standard for sustainable skyscrapers, driving performance, and supporting the community. The 32-story tower complements PNC’s other buildings, creating an urban district.
Consulting

**TREND 05**

Data-informed design

Strategic decisions—locating a headquarters, resolving workplace dilemmas, or designing the user experience—will draw on data analytics for timely, broad-based findings that inform the solutions. By combining sets of previously siloed data, analytics can deliver surprising insights, giving clients new perspectives on the major issues in front of them.

**TREND 06**

Transformative space

Leading organizations know that well-designed workspace improves performance, speeds innovation, and builds healthy cultures. They see it as crucial to achieving their goals. New research bears them out. The push for transformational space will make it standard practice to integrate strategy, collaborative design, engaged change management, and post-occupancy calibration.

Gensler’s 2013 U.S. Workplace Survey revealed that only one in four US workers are in optimal workplace environments. Now we know that both focus and collaboration are crucial to the success of any organization in today’s economy.
THE PRESENT FUTURE CAMPUS

Silicon Valley campus headquarters are evolving as more emphasis is put on “being present” to speed team-based product innovation. These expressive buildings are open, amenity-laden, and supportive of people and a collaborative workflow.

NVIDIA Headquarters, Santa Clara, CA

TREND 07

Increasingly, headquarters will focus on two primary purposes: supporting relationship building within global firms and propelling interdisciplinary teams to deliver innovative new products. The organizations behind them constantly sift the marketplace for new models that work better. Coworking space is an example, not only drawing corporate interest but likely to move into the mainstream.

TREND 08

Corporate Campuses

Two main functions: catalyst & accelerant

Silicon Valley continues to favor suburban campuses, even though the tech workforce lives urban. Yet other companies are following the broader trend of locating close in, often in areas overlooked by financial companies and professional services firms. Energy companies also favor the suburbs, but a few of them are opting for several locations that face their global markets.

Shifting views on headquarters

Competition & collaboration

Two main functions: catalyst & accelerant

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The push for real estate efficiency

The quest for real estate efficiency is leading law, accounting, and consulting firms to leverage mobility more fully and opt for shared open and team-based workspace over enclosed offices. As new ways of working reduce the size of libraries, records, and administrative staff, firms are consolidating support functions and adding flexibility to grow within smaller footprints.

The new model for legal practice

Law firms traditionally handle unique and complex matters, yet about 80 percent of their work is transactional. New business models are shifting the focus from solving legal problems to solving business problems. As law firms’ corporate clients take on more routine legal work, wholly owned legal process organizations (LPOs) are competing with law firms for some of it.
Offices are now a mix of work modes.
Financial Services Firms

**TREND 11**

A need for greater workplace choices

Recognizing the difficulty of devising “global” standards, firms are opting for a kit of parts that is adaptable to many different locations. Firms are also testing touch-down tech hubs, easily reconfigured offices, open-bench workstation neighborhoods, and open network team areas.

While technology may be visible or invisible in these settings, it is integral to how well they work.

**TREND 12**

Influencers of sector change

There are two big influencers in the sector. One is the changed regulatory regime following the 2009 financial crisis, which has led big banks to spin off proprietary trading and private equity. The other is the unsettled question of retail banking: will technology make branch banks disappear or will they be reinvented as a brand- and relationship-building space?

**CATERING TO THE CUSTOMER**

Experience trumps technology. BankUnited commissioned Gensler to design the prototype for their commercial bank debut in Manhattan, which delivers a tailored experience beyond transactions to respond to customers’ 24/7 needs.
Embracing new media is a necessity

Mastering media in all its forms is almost mandatory for effective organizations. Social media in particular has matured to the point that personal digital connectivity is a given. This interactivity will revolutionize every sector that it touches. Despite the potential for disruption, the growing hunger for digital content is likely to spur creative enterprise, not stifle it.

The media industry’s growing impact

Media now includes all forms of interpersonal communications, entertainment, and interactive technologies. It comprises both conveying information and sharing it. The emerging media industry reflects how content and delivery are fused together. It is changing the competitive landscape and challenging other industries’ business models and use of physical space.

THE TOP FACTORS THAT ARE DRIVING THE SURGE IN MEDIA DEMAND

- **WEB ACCESS IS CLOSE TO TOTAL**
  90 percent in developed countries

- **SOCIAL NETWORKS**
  Smart devices fuel community

- **A DATA-DRIVEN SOCIETY**
  Data is at everyone’s fingertips

- **MOVING TO THE CLOUD**
  Media gets more room to play

- **THERE’S AN APP FOR THAT**
  Portals are ultra-easy and branded

- **UNTETHERED ACCESS**
  The media portals are all mobile

- **NEW INTEREST IN VIDEO**
  Every smart device is the TV

- **MEDIA IS PART OF EXPERIENCE**
  It contributes to making great places
**Product Design**

**TREND 15**

The maker revolution goes mainstream

With small-scale 3D printers becoming more affordable, expect to see a steady evolution of what people can make with them. Look for 3D printers to emerge as creative tools, adding an artisanal element to fabrication. As it proliferates, this kind of printing will reshape mainstream manufacturing, making larger components and short runs of backlist and bespoke products.

**TREND 16**

Rising costs in cities will spark innovation

Soaring urban real estate costs will generate new products aimed at maximizing the use of minimal space. A big part of this trend is a greater willingness to share what was formerly assigned or owned. From free-address work settings to car- and bike-sharing, new products will be developed to serve greater numbers of people “just in time” in less space and at lower cost.

- **Coalesse Teamwork Satellite Tables**
- **HBF Dialogue Lounge Chair**
- **Tufty Timeless Bench**
- **Cooper Lighting Neo-Ray Versys**
- **Leland HiFi Chair**
- **Leland HiFi Collection**
- **Luxo Ninety Task Lamp Collection**
- **Halcon Motus**
- **Nienkämper Yabaco Chair**
- **Martin Brattrud, One Lounge Seating**
- **HBF Logicmeet Collection**
- **Momentum Group, Black & White Textiles**

**DEIGNED FOR WORK’S FUTURE**

Products are an important aspect of the workplace, addressing the need for scale, comfort, and enjoyment in ways that speak to brand and choice. Our growing catalogue of products reflects our knowledge of the trends affecting work’s settings and users.
LABS THAT CAN FLEX

Energy companies are as lab-intensive as pharma or biotech. The newest labs are modular and flexible to accommodate future needs. These multidisciplinary labs unite discrete technology divisions while increasing safety and efficiency.

Energy services company, Houston opposite below: Biola University, La Mirada, CA

Science & Technology

TREND 17
Supporting global/local R&D

Multidisciplinary collaboration and knowledge sharing with outside (often offshore) companies and institutions around early-stage research is growing. Later-stage development takes place in-house, but the collaboration continues. R&D space has to serve the age and culture-diverse workforce, with shared settings and amenities that support it through every step in product development.

TREND 18
Rethinking the lab environment

The use of advanced technology is transforming how lab research is done. Labs are becoming more compact, flexible, modular, and better integrated with the larger workspace. This gives researchers a wider choice of work settings. Because speed to market is crucial, labs are designed for rapid prototyping, enabling the product/project teams to innovate without losing momentum.
The Future of Lifestyle

The relationship is personal. Differentiation is a theme as brands reach out to individual consumers. Brands have to learn to speak to a desire for authenticity and urbanity. They have to bring consumers into the picture. These steps need care and cultivation to work effectively. Here are two reasons why.

The Lifestyle sector’s new mix involves some contradictions.

Signal to noise is a real issue in an age of hyperconnectivity.

Consumer expectations that upend what tradition says should pair (or not) are driving change across the sector. While the mix of uses is growing in variety, some of the uses are shrinking. New forms and formats are emerging in response. Mass appeal matters, but bespoke, local, artisanal, and elite are a desirable counterpoint. The challenge is to make the resulting mix work in a business sense and as a compelling destination.

When every lifestyle brand hawks experience and uses multiple touch points to attract business, there’s a risk their clientele will turn off or turn hostile. Self-curated experience is on the rise as people take the lead and draw on what their cohort thinks, not what brands tell them. Brands want in on the conversation, but it takes finesse to pull this off without seeming tone deaf. Engaging people is one of design’s biggest challenges.
People are seeking immersive environments that take them to new places. Large-scale theme parks and themed attractions are appearing in the Gulf, China, and Turkey. Casinos take on spectacular new forms or recall exotic locations. Even cinemas offer high-end experiences. While technology is part of it, the settings and sensory engagement are the main events.

**TREND 19**

**Total immersion steals the show**

**TREND 20**

**Studios and music venues branch out**

New centers of creative content are emerging in the film industry, with studios on the rise in East Asia and Europe to develop major motion pictures. The economic impact of iTunes and other digital media has raised the importance of live performances to musical artists and promoters—a catalyst for new concert venues that often double as anchors of mixed-use projects.

Entertainment
Retail Centers

The imperative to connect

Retail centers are pulling out the stops to connect with shoppers, both by curating the mix to reflect local tastes and by layering in activities—a full calendar of farmers’ markets, concerts, craft and maker fairs—and amenities that their target markets will appreciate. The aim is to increase the touch points with shoppers so a center is on their map and worth return visits.

The city as mall, the mall as city

Urbanization is shifting retail centers to the urban core as retailers focus on dense, transit-served districts. In established urban markets with a lot of infill sites, retail centers are shrinking. They’re also engaging the street rather than turning their backs on it. In other markets, the scale is much bigger, but the feeling is urban and walkable, activated by density and events.

TAILORED TO FIT

The Avenues, Kuwait City’s newly expanded retail destination, adds urbanity to the retail experience. Gensler’s 900,000-square-foot addition creates a walkable shopping experience that is tailored to the social customs of the region.

above, below, and below right: The Avenues, Al Farwaniya, Kuwait City
In cities, brand consistency is less important than getting local culture and preferences right. Self-expression trumps brand identification among consumers. Entrepreneurship in urban markets will generate new retail concepts catering to many different lifestyle choices. To attract these customers, retailers may venture into smaller, nontraditional settings conveying uniqueness and authenticity. Brick-and-mortar stores will persist. Although their overall contribution to retailer revenues is declining, stores will persist because they offer brick-and-mortar retailers a way to differentiate themselves from online shopping. To shrink stores and decouple inventory and delivery from the hands-on, tech-augmented experience of stores, sales staff, and goods, retailers will need to integrate and orchestrate their different retail channels. Retail
To minimize investment risk and activate the larger setting, the trend in tall buildings is to mix headquarters-quality office floors with hotel, residential, retail, cultural, and community spaces. Separate access is important—and VIP access is crucial in China. The retail podium, sky gardens, shared-amenity floors, and public club/observation spaces all support round-the-clock vertical living.

Central cores persist in China, but some markets opt for split, offset, and perimeter cores with more open, flexible office floors. Façades are now a key component of building performance, not just a pretty skin. They also serve the desire for outdoor access, even at great height. Look for continuing innovation in vertical transportation, sustainability, and building safety and security.

**TALL BUILDINGS IN CONSTRUCTION**

- Confidential super-tall residential China
- Xiamen Shimao Cross-Strait Plaza Xiamen
- Changping Tianhe Tower Changping
- KAFD World Trade Center Riyadh

**TALL BUILDINGS ON THE BOARDS**

- Four Seasons Hotel Tower Mumbai
- Fairmont Austin Hotel Austin
- Nanjing World Trade Center Nanjing
- National Bank of Abu Dhabi Abu Dhabi
The necessity of mixed use is such that even specialists in single-use development look for ways to introduce it in their own projects or capitalize on it in the adjoining district. The value it brings, even in suburban towns, has as much to do with social connectivity as destination value. Transit is often in the mix, but the mix is richer, denser, finer-grained, and more dynamic and unpredictable.

Asia and the Gulf will lead the way in doing mixed use at a mega-scale, integrating complex programs that weave form and experience together to attract the newly affluent. Mixed use will be seen as an invitation to experiment, rethinking the urban realm as a "curated" place that caters to different lifestyles and demographics to stay active and attractive on a 24/7 basis.

Mixed Use
Hospitality

Demographically driven expectations

The potential clientele for hospitality is driven and differentiated by demographics. While younger Western travelers use apps to forego hotels, their parents are still drawn by perks and wellness. As the guest profiles change, so do the choices. Cohorts gather—for business or pleasure. New to the scene are the emerging middle classes, whose hotel brand loyalties may be formed at home.

Medical and wellness tourism

As people shop the world for medical procedures, it’s likely these procedures will be offered as an all-inclusive package. Also on the horizon are resorts that combine wellness with recreation and other diversions, allowing people to recuperate and recalibrate. Tying these resorts to wellness programs back home could make hospitality brands a player or strategic partner in the healthcare market.

The Alexander, Indianapolis

Westin Hotel, Suzhou, China

THE IMPACT OF MILLENNIALS

Travel spending by the millennial generation is rising. Young travelers spend far more time socializing or working in the lobby (“isolated togetherness”) than in guest rooms. They also relate to the adjoining district as a broad-based amenity.
LUXURY IN SANTA BARBARA

Restoration of the iconic El Encanto resort hotel recaptures the spirit of the days when it catered to artists, celebrities, and the East Coast “carriage trade.” It features 92 premium rooms and suites and a new ballroom and restaurant.

El Encanto Hotel, Santa Barbara, CA
Access to technology and instant information gives people almost unlimited choices. They can curate their experiences based on ever-more-specific personal preferences and the influences of social networks. To stay relevant and engage consumers meaningfully, brands will need to develop collaborative platforms that let people play the role of co-creators.

Brands confront a multiplicity of ways to reach consumers. This is prompting them to adopt holistic approaches that tailor the connection and make it seamless. If it’s overdone, consumers may tune out. Feeling bombarded, they turn to brands—especially the local, ephemeral, and bespoke ones—that limit the noise and focus the interactions on what really matters.

Our brand engagement research found customers are far more loyal to brands with which they have sustained, emotional ties. It’s also essential that customers can choose how they interact—in person, online, or via other channels.
Sports & Recreation

Trend 33
Hospitality and interactivity

In order to attract the premium guests, stadiums and arenas are providing more exclusive hospitality environments for those fans and sponsors. Providing spaces for sponsors to entertain is an important part of the package. For high-end fans, the club is a critical amenity, providing distinctive experiences such as close-up views of players taking the field or on-court time during warm-ups.

Trend 34
A fast-changing sports landscape

Increasingly, teams are competing with the convenience of large-screen TVs at home. In response, stadiums and arenas are adding large-screen HD displays, interactive technology, WiFi, expanded-bandwidth cell service, and fantasy stats to enhance the fan experience. Stadiums designed for one sport are generating new revenue by adding events on the field or in special hospitality spaces.

Above: Shenbei Arena, Shenbei, China
Below: Farmers Field, Los Angeles

Anchors of urban districts

At both Shenbei Arena and Farmers Field, new sports facilities will anchor the districts around them, creating destinations where crowds of fans spend money at shops, restaurants, hotels, and bars while coming and going.
People are eager for experience.
The Future of Community

The urbanization of the planet puts the spotlight on metropolitan regions.

We're entering an age of cities. Even where growth is slow, the trend is toward compact, dense, walkable cities that can support modern infrastructure. Metropolitan regions will gain importance as resilience becomes a critical issue for their dominant cities. Managing growth in a larger sense will be on many of these cities' agendas as they invest in airports, transit, healthcare, education, and housing.

A more active and equal relationship will change settings and behaviors.

The old relationship saw people as passive receivers of community services. Now people have more choices. Factors like accessibility, accountability, and affordability count. For their part, communities need people to step up, to do things that used to be done for them. As the relationships change, communities are rethinking their settings in order to engage their communal "customers" as active partners.
Planning & Urban Design

**Trend 35**

The rise and rise of the metropolis

Growing urbanization means that metropolitan regions are the engines of the wider economy. They have to balance the demands of the future with the realities of the present, and contend with very different challenges. Planning for a metropolis will mean engaging with it over time, influencing the short term with a longer-term perspective. It will also require a global toolkit.

**Trend 36**

The importance of resilience

As metropolitan regions become more populous, planning for their resilience will be a priority concern. The elements of resilience will vary but are likely to include public safety and security, continuity of infrastructure and services, and—higher up Maslow’s scale—the raw material of competitiveness and quality of life: access to culture, education, entertainment, and recreation.

Gensler’s City Heart development will create a retail, office, and entertainment district in the urban core of Zhuhai, China. A shopping promenade weaves through the site along natural contours, linking the mountains to a seashore park.
Surging demand for bandwidth is reshaping many data centers. Search-engine and social-network providers use multiple locations to achieve redundancy, designing for an 18-month server upgrade cycle and faster replacement of support systems. In urban areas, locating data centers close to customers will grow as service providers convert existing buildings into colocation data centers.

Mission Critical

**Trend 37**

Amped demand sparks innovation

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**Trend 38**

Data is now the third utility

Data is fast becoming a utility, like power and water. Access to digital information is emerging as a basic human need. Proliferating wireless services and devices, which tap into increasingly complex, largely cloud-based content, are driving a huge demand for bandwidth. Meeting it with network infrastructure and data centers will be high on the list, especially for emerging economies, as infrastructure priorities are set.
Making room for the future
Many cultural and educational institutions are becoming more interdisciplinary in nature. They are also moving from formal and structured programs and spaces to ones that are more informal and open-ended. These changes require a new generation of buildings and settings that are both more flexible and better able to accommodate a broad range of activities with a greater intensity of use.

Defining the minimal viable campus
Faced with new competitors, programs, and teaching methods, higher education is raising basic questions about the role and nature of the campus as a place (its size, character, and purpose) and about the time spent there (how much, where, and how). Established and new institutions are asking how much “place” they need, particularly outside the traditional campus and for those that never had one.

Education & Culture
Health & Wellness

**Trend 41**

**Wellness is the new green**

Growing awareness of how the patterns of daily life contribute to and work against personal health is starting to reshape a great many of the settings in which people live and work. Communities of different types will take a greater interest in nudging their constituencies toward healthier lifestyles, with design playing its part in addressing a wellness agenda in the built environment at every scale.

**Trend 42**

**Healthcare’s focus is on consumers**

America’s Affordable Care Act is indicative of healthcare’s pro-consumer shift. Health insurance providers are opening retail spaces and kiosks, while medical clinics are popping up in pharmacies and supermarkets. Medical centers are moving outpatient units into the community, close to the people served, leaving inpatient surgery, specialist care, and trauma to be more centrally provided.

**Sustainable Communities**

Many urban medical centers are opening outpatient clinics, offering classes, and becoming the anchors of healthier neighborhoods. This Los Angeles medical center builds in walkability and takes a community-based approach to wellness.
Aviation & Transportation

People want their airports back. In a post-9/11 world, their desire for more pleasurable air travel will compel airports to cater to passengers' varied needs and wants. New levels of comfort and calm will elevate the total experience. Airports will look beyond aviation, finding inspiration in hospitality, entertainment, retail, and brand design to meet passengers' raised expectations.

Urbanization boosts connectivity

As rising urbanization increases density, regions will push for greater connectivity. Airports will be the global portals of metropolitan and intercity transit systems, including high-speed rail. Airports will be destinations and urban centers in their own right, spurring a host of new uses that can leverage their strategic importance as a converging point—the long-forecast airport city.

above: LAX Star Alliance Lounge, Los Angeles
Chennai International Airport, Chennai, India

AN AEROTROPOLIS GATEWAY

As India’s third-busiest airport, Chennai International is the gateway to the country’s southern region. With a curved roof that collects rainwater and allows daylight inside, the new terminal sets benchmarks in resilient design.
Global hub and vibrant destination.