



Espaço Cultural Centro Cultural Pompeia, São Paulo

(Re)Programming - Museums

The world is rapidly changing around us, and it is questionable if the old frameworks for the development of programs and space programs for institutions from education to healthcare and from theaters to museums are still relevant today and tomorrow. **What would institutions for the 21st century become when we explore new missions, visions and programs for existing and new institutions?**

In this interdisciplinary course open to design and real estate students we will examine how institutional clients, and designers can develop skills to **jointly create (space) programs for buildings for the 21st century**. Each semester we will focus on a specific type of institution. In the spring of 2019 we will look at museums.

Often institutions don't know exactly what they would like to become and look to the design process and to the collaborative experience with the designer to further define or refine their (space) programs. A better understanding of how to be effective in these **design and negotiation processes** benefits both clients and designers.

Over the course of eleven weeks we will examine the value of hybrid institutions, and the change in museum directions of the last 150 years through lectures and reading materials, we will analyze briefs and space programs for existing museum and cultural buildings, we will meet with **museum professionals, trend forecasters, data analysts, negotiation experts and architects**, and we will visit three case study museums in New York City. Together we will work to **develop a design brief** for a new museum in New York City and learn how to negotiate its content.

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David van der Leer, Principal of DVDL Design Decisions, is a consultant, curator, educator, moderator, researcher, strategist, and writer. David founded DVDL Design Decisions in 2018 after having worked and consulted with institutions, government agencies, corporations, and individuals for 15 years. From 2013 to 2018, David was the Executive Director of Van Alen Institute—a 124-year-old design nonprofit that develops cross-disciplinary research, provocative public programs, and inventive design competitions to make cities better places. Prior to repositioning Van Alen Institute, David created and curated the Architecture and Urban Studies program for the Guggenheim Museum from 2008 to 2013.

Assignments

In groups of two to four students you will be **developing a design brief for a museum** in New York City (including Concept & Program, Forecast & Analysis, Space Program) and you will be learning how to **negotiate its key aspects from space program to design guidelines**.

Mid-term Review

- Develop Site Forecast & Data Analysis and Concept & Program for a new museum

Final Review

- Develop full design brief (including Concept & Program, Forecast & Analysis, Space Program) for this new museum

Part A: Research & Concept

Week One - Jan 25

- Course Overview (intros and discussion, overview of timeline, case studies, guests, and site visits) (DL - 30 min), Assignments, group division (DL - 30 min)
- **Presentation & Discussion : A history of hybrid institutions** - part 1 (DL - 60 min)

Assignment:

- Readings: A history of hybrid institutions - part 1

Week Two - Feb 1

- **Case Study One: Museum of Street Art (NYC)** presentation by founder Scott Lawin, conversation (75 min)
- Groups start 1-page proposal for Assignment 1 Institutional Concept & Program for MoST (45 min)

Assignments:

- Readings for Week Three: Forecasting and Data-analysis 1 & A history of hybrid institutions - part 2
- By Feb 8 submit a 1-page proposal for Assignment 1 Institutional Concept & Program for MoST and submit by sending this to david@dvdldesigndecisions.com

Week Three - Feb 8

- **Presentation & Discussion: A history of hybrid institutions** - part 2 (DL - 60 min)
- Conversation: Forecasting & Data Analysis with trend forecaster (name tbc) and data expert Sarah Williams, Associate Professor of Technology and Urban Planning, MIT (moderated by DL- 60 min)

Assignments:

- Readings for Week Four: A history of museums - part 1
- Groups start Forecast & Data Analysis and submit to David van der Leer by March 1

Week Four - Feb 15

- **Presentation & Discussion: A history of museums** - part 1 (DL - 60 min)
- Group Presentations & Workshop: Initial Concept & Program (60 min)

Assignments:

- Readings for Week 5: Forecasting and Data-analysis 2
- Groups refine MoST Forecast & Data Analysis and Concept & Program

** Note: No class on Feb 22 to accommodate attendance to the Climate Summit.

Week Five - March 1

- **Case Study Two:** site visit to the Solomon R. Guggenheim Museum with Richard Armstrong, Director (moderated by DL - 120 min)

Assignment:

- Complete Assignment Forecast & Data Analysis and Concept & Program and submit to David van der Leer by March 8

Week Six - March 8

- **Mid-Term Presentations & Review** by Hana Kassem, Principal, KPF; James Lima, Founder, James Lima Planning + Development; Jessica Ludwig, Deputy Director, The Morgan Library, Ken Lustbader, Preservation Consultant (120 min)

Assignment:

- Reading materials for Week Seven: A history of museums - part 2

Part B: Brief, Space Program and Negotiations

Week Seven - March 15

- **Presentation & Discussion: A history of museums - part 2** (DL - 60 min)
- **Presentation & Discussion: Briefs and Space Programs** (DL - 60 min)

Assignment:

- Groups draft space program for MoST and submit to David van der Leer by April 5.

** Note: no class on March 22 for Spring Break

Week Eight - March 29

- **Case Study Three:** site visit with presentation by site owners, architect, neighborhood representatives (120 min)

Assignments:

- Reading materials for Week Nine: A history of museums 3 & Negotiation Strategies

Week Nine - April 5

- **Presentation & Discussion: A history of museums - part 3** (DL - 60 min)
- Conversation: Negotiating Design with negotiation experts from design and other professions including Carla Swickerath, CEO, Studio Libeskind among others (moderated by DL - 60 min)

Assignments:

- Groups start drafting brief (including Concept & Program, Forecast & Analysis, Space Program)

Week Ten - April 12

- **Workshop to prep for review**

Assignment:

- Groups refine and submit final design brief (including Concept & Program, Forecast & Analysis, Space Program) to David van der Leer by April 19

Week Eleven - April 19

- **Final Presentations & Review** by Scott Lawin, Founder, Museum of Street Art and other guests tbc. (120 min)

Bibliography

With the exception of Week 1, every week's readings are to be read in advance of class. All readings marked with * will be provided as pdf by David van der Leer ahead of your reading assignment. Unmarked readings are to be found by you in the library/online/bookstore. With the exception of titles marked as optional, all articles and books listed are required reading materials for the class. While we will discuss the readings in class, you will not be tested on the readings at the end of the semester. See diving into them as a great opportunity to get a better understanding of museums.

A history of hybrid institutions - part 1

Castells, Manuel, Preface to the 2010 Edition in *The Rise of the Network Society, XVII-XIV* (Oxford, Wiley-Blackwell, 2010) *

Castells, Manuel, Conclusion in *The Rise of the Network Society*, 469-478 (Oxford, Blackwell, 1996) *

Magnus Gulbrandsen, *Research institutes as hybrid organizations: central challenges to their legitimacy* (Berlin, Springer, 2011) *

Nederveen-Pieterse, Jan, Globalization and Culture, 45-66, Globalization as Hybridization 67-90, Hybridity So What? 99-123 in *Globalization and Culture* (Austin, RL Publishers, 2015) *

Pratt, Dick, What are Public Institutions in *Fairness, Globalization and Public Institutions*, 35-45 (Honolulu, University of Hawai'i Press, 2006) *

A history of hybrid institutions - part 2

Fenton, Joseph, Hybrid Buildings, *Pamphlet Architecture 10* (New York, Princeton Architectural Press, 1996) *

Fernandez Per, Aurora, Arpa, Javier, Mozas, Javier, *This is a Hybrid* (Vitoria-Gasteiz, A+T Architecture Publishers, 2014) *

Holl, Steven, Hybrid Buildings in *Oz: Vol. 36* (Kansas State University, 2014) *

Hernandez, Felipe, *Bahba for Architects* (London, Routledge, 2010)

Optional:

Sikiaridi, Elizabeth and Vogelaar, Frans, Rebooting Dutch Design in *The Design Journal, Volume 15*, issue 4, 479-49 (2012) *

A history of museums - part 1

Alexander, Edward, and Alexander, Mary, What is a Museum 1-19, The Art Museum 24-51, To Exhibit 235-256 in *Museum in Motion* (Lanham, Altamira, 2008) *

Bataille, George, Museum in *Museum Studies* 430 (Malden, Blackwell Publishing, 2004) *

Bazin, Germaine, From The Museum Age in *Museum Studies* 18-22 (Malden, Blackwell Publishing, 2004) *

Engineer, Atlaf, and Anthony, Kathryn, Design Recommendation for Future New Museum Additions in *Shedding New Light on Art Museum Additions* 145-148 (London, Routledge, 2018) *

Findlen, Paula, The Museum in *Museum Studies* 23-50 (Malden, Blackwell Publishing, 2004) *

Macleod, Suzanne, An Ethical Future for Museum and Gallery Design in The Future of Museum and Gallery Design 13-28 (London, Routledge, 2018) *

Simmons, John E., Emergence of the Modern Museum 1800-1900 139-175, and Museums in a World Gone Awry 1900-1970 in *Museums: A History* (Lanham, Rowman & Littlefield, 2016) *

Optional:

Genoways, Hugh, *Museum Origins* (London, Routledge, 2016)

O'Doherty, Brian, *Inside the White Cube* Expanded Edition (Berkeley, University of California Press, 1999)

A history of museums - part 2

Fisher, Philip, Art and the Future's Past, in *Museum Studies* 436-454 (Malden, Blackwell Publishing, 2004) *

Heumann Gurian, Elaine, Threshold Fear in *Reinventing the Museum* 364-375 (Maryland, Altamira Press, 2012) *

Macleod, Suzanne, Top 20 Principles for the Future of Museum and Gallery Design in *The Future of Museum and Gallery Design* 352-353 (London, Routledge, 2018) *

Naredi-Rainer von, Paul, The Museum as Institution 13-18, The Museum as Building Type 19-28, The Semantics of New Museum Architecture 29-38, Form and Function 39-43 in *Museum Buildings: A Design Manual* (Basel, Birkhauser, 2004) *

Tzortzi, Kali, The Museum as a Kind Building 11-41, Analysing the Museum 103-120, and Theoretical Synthesis 224-247 in *Museum Space* 11-41 (London, Routledge, 2016) *

Walhimer, Mark, The Museum Building in *Museums 101*, 54-58 (New York, Rowman & Littlefield, 2015) *

Optional:

Dercon, Chris, Interview in *Museum of the Future* 70-78 (Zurich, JRP, 2018) *

Macleod, Suzanne, *Museum Making*, (London, Routledge, 2012)

McShine, Kynaston, From the Museum as Muse: Artists Reflect, Introduction, in *Museum Studies* 506-520 (Malden, Blackwell Publishing, 2004) *

Schubert, Karsten, Sections 2 and 3 in *The Curator's Egg* 65-180 (London, Ridinghouse, 2009)

A history of museums - part 3

Anderson, Gail, What is a Museum in *Reinventing the Museum* 34-47 (Maryland, Altamira Press, 2012) *

Bourdieu, Pierre, Conclusion to the Love of Art in *Museum Studies* 431-435 (Malden, Blackwell Publishing, 2004)

Heumann Gurian, Elaine, On the Importance of And in *The Future of Museum and Gallery Design* 33-44 (London, Routledge, 2018) *

Low, Theodore, What is a Museum in *Reinventing the Museum* 34-47 (Maryland, Altamira Press, 2012) *

Samis, Peter, The Exploded Museum in *Reinventing the Museum* 303-314 (Maryland, Altamira Press, 2012) *

Walhimer, Mark, The Museum of the Future in *Museums 101*, 139-145 (New York, Rowman & Littlefield, 2015) *

Optional:

Newhouse, Victoria, *Towards a New Museum* (New York, The Monacelli Press, 2007)

Negotiation Strategies

Fisher, Roger and Ertel, Danny, *Getting Ready to Negotiate* (New York, Penguin, 1995)

Malhotra, Deepak, and Bazerman, Max, Part 1; The Negotiators Toolkit in *Negotiation Genius* 13-102 (New York, Random House, 2007)

Optional:

Fisher, Roger and Shapiro, Daniel, *Beyond Reason* (New York, Penguin, 2005)

Forecasting and Data-analysis 1

Armstrong, J Scott, Introduction in *Principles of Forecasting* 1-13 (Berlin, Springer, 2001) *

Harvey, Nigel, Improving Judgment in Forecasting in *Principles of Forecasting* 59-80 (Berlin, Springer, 2001) *

Optional:

Wheelan, Charles, *Naked Statistics* (New York, W.W. Norton, 2013)

Forecasting and Data-analysis 2

Orrell, David, Introduction 1-18, and Future 269-337 in *The Future of Everything* (Toronto, Harper Collins, 2007) *

Optional:

Tetlock, Philip and Gardner, Dan, *Super Forecasting* (New York, Broadway Books, 2015)