

ASPEN DESIGN SUMMIT

ASPEN MEADOWS, COLORADO | NOVEMBER 11 TO 14, 2009
SPONSORED BY AIGA AND WINTERHOUSE INSTITUTE WITH SUPPORT FROM ROCKEFELLER FOUNDATION

WELCOME

The International Design Conference in Aspen (IDCA) was launched more than 50 years ago, in a postwar era when the tragic consequences of man's actions were still within view and the great opportunities for a new humanism just as evident. Walter Paepcke believed that the confluence of design, business and society offered the potential for an enlightened era of enterprise, with ramifications for the built as well as the imagined world.

During this past half century, the role of design—as an influence, a discipline, a profession—has become much more visible, even mainstream. Today, a new realization is emerging among those exploring the progressive reach of design's influence. Design itself is far less important than the contribution of design thinking to solving complex problems.

Design's achievements in beauty and function are legion. As the world becomes more aware of limitations than excesses, designers can help devise solutions to major social problems by bringing together their unusual talents for understanding real human needs and a systemic approach to creative problem-solving.

This is where the Aspen Design Summit comes in. It reflects the evolution of the IDCA to our times, in which our real challenges are those that affect the next generation, the billions on the bottom of the pyramid, and our common future.

The Summit is an experience in which every attendee contributes to solutions through workshops or studios focused on real global problems.

We want to thank you for joining us on what we hope will be a meaningful, productive course. We are confident that this experiment will be successful because you are with us in this endeavor.

RICHARD GREFÉ

EXECUTIVE DIRECTOR

AIGA, THE PROFESSIONAL ASSOCIATION FOR DESIGN

INTRODUCTION

A little over a year ago, twenty designers from around the world gathered to explore how the design profession could become more deeply engaged in promoting social change and innovation.

At the “Design for Social Impact” workshop at Bellagio, Italy, convened by the Rockefeller Foundation, we envisioned a larger gathering of designers working with NGOs, other foundations, businesses and experts to explore large problems and potential design approaches and initiatives. The challenge was to organize our design work for scale and impact, and how to generate concrete programs that were conceived expansively, defined concretely, and outlined for implementation and assessment of impact.

This Aspen Design Summit is one outcome of this initiative. The Rockefeller Foundation should be acknowledged for its vision and trust in this enterprise, and for providing significant funding to Winterhouse Institute to support this Aspen Design Summit. Our partnership with AIGA, of course, allows this to happen not only at Aspen, but in an historical context of design for social engagement.

We have curated projects that we hope will fulfill the potential of this larger gathering: issues around health care delivery, international experiences in the classroom, healthy aging, rural poverty, and how food systems impact the obesity epidemic.

With the talent and expertise assembled at this Summit, and with the commitment and energy of all participants, it is our great hope that we can generate programs and initiatives in which design solutions play a crucial role in bringing social change and innovation to as many people as possible.

WILLIAM DRENTTEL

WINTERHOUSE INSTITUTE

BACKGROUND

ASPEN & DESIGN

The 2009 Aspen Design Summit is an interdisciplinary, global workshop of designers, NGO decision makers, foundation and corporate leaders, social-design activists and experts who come together to design human-centered solutions to problems that challenge the quality of life. The projects undertaken at Aspen benefit real people who do not have the means to address impediments to human dignity and achievement, or they may directly impact the environment on which human activity depends.

This Summit is the result of collaboration between AIGA, the professional association for design, and Winterhouse Institute. Generous support, through a grant to Winterhouse Institute for design and social innovation initiatives, has been provided by Rockefeller Foundation.

Aspen and design have a long history together. Chicago industrialist Walter Paepcke founded the International Design Conference in Aspen more than fifty years ago. He and his wife Elizabeth envisioned Aspen as a place where leaders from throughout the world could gather to share ideas. Their vision was first realized in 1949 when the Goethe Bicentennial celebration attracted more than 2,000 people to Aspen to honor the 200th birthday of Goethe, the great German humanist. Albert Schweitzer opened the convocation.

In 1951, Paepcke established the International Design Conference in Aspen (IDCA) as an opportunity to bring together designers, artists, engineers, business and industry leaders. That first June, some 250 attendees and their families assembled for four days of presentations on the theory and practice of design. The title, "Design as a Function of Management," was chosen to ensure the participation of the business community.

The IDCA, along with the Aspen Institute and the Aspen Music Festival and School, grew out of the Paepckes' belief that Aspen provided an ideal environment for nurturing the whole human being. Isolated from the distractions of urban life and inspired by the abundant natural beauty of the Colorado Rockies, people could take advantage of Aspen's recreational, intellectual and cultural resources. They would return home renewed in "body, mind and spirit," a concept that has come to be known as "The Aspen Idea."

AIGA & ASPEN

In 2004, the IDCA board recognized that its design conference had been so successful over the years in raising awareness of design and its role in business and society that many other similar conferences had been launched to advance this essential discourse. This led to a collaboration between the IDCA and AIGA.

As a result, it was decided that the pioneering spirit of the IDCA, in a 21st century form, would involve demonstrating the role of creativity in society's response to the larger

issues threatening humanity. The IDCA was transformed from a conference to a smaller summit, in which design thinking guided the integration of concerns and solutions, often presented in the context of broader forums of decision makers, like the Aspen Ideas Festival or the World Economic Forum, instead of in the form of a design conference.

The 2005 Aspen Design Summit was an opportunity to rethink the form and relevance of a design gathering in a world facing serious challenges. At the 2006 Aspen Design Summit, participants worked on problems in education, woman-empowerment in the third world, post-Katrina recycling efforts, water requirements in Africa, and sustainable development in urban America.

Meanwhile, a parallel track of engagement was established by forming the Aspen Design Challenge, a biennial call to students worldwide, inviting them to address an international problem that is not only crucial in today's world, but critical to our survival and the world they will inherit. The Challenge is a joint project developed by AIGA and INDEX:, a Copenhagen-based nonprofit which focuses on design to improve social well-being. The goal was to engage the millennial generation in solving an emerging set of global issues.

The winner of the 2008–2009 INDEX: | AIGA Aspen Design Challenge, “Designing Water’s Future,” was Joanna Szczepanska from Monash University in Melbourne, Australia, selected for her urban gardening design, *VeggiePatch*. As the winner of the worldwide student design competition to address the global water crisis, Szczepanska received a \$10,000 prize.

BELLAGIO “DESIGN FOR SOCIAL IMPACT” WORKSHOP

“Design makes a difference,” is a phrase often heard in the private sector, which long ago recognized the ability of design to energize commercial success. But until recently design has been sorely lacking from the social sector, except for brief and isolated appearances, such as the One Laptop Per Child project, or the LifeStraw, a portable water purifier that looks like a giant straw.

Both of these projects, although small, received extensive publicity. But they are not enough. With this reality in mind, the Rockefeller Foundation hosted a group of leading design professionals in June 2008 at the Foundation’s Bellagio Center in Italy, to explore models for more active involvement between designers and the social sector.

For its part, the Rockefeller Foundation has taken a leading role in galvanizing this important and constructive, but uncoordinated, phenomenon: design as mode of innovation leading to social change. Through several initiatives, it has pursued the goal of bringing together design and the social sector.

These include experiments with the Rural Innovation Network in India, to create an incubation model to transform ideas into reality and spur local wealth creation through micro-enterprises. Another project, with the organization Positive Deviance, explored scaling up locally-based solutions. Both underscore the Foundation’s interest in

and knowledge of the power of design for social innovation, especially in the work of alleviating poverty.

Several critical concepts emerged from the “Design for Social Impact Workshop” at Bellagio about what was needed to support a new way forward for design and social change. These included a design for social impact lab, which would combine an information hub, a skill and knowledge transfer mechanism, and metrics that help measure the validity of outputs. Another looked at how to create a bridge to bring together the world’s best designers with people and organizations that work on the world’s most important and complex problems.

A series of questions also emerged: how do we get the best designers working with the right NGOs towards solutions against large and critical problems? How can we get enough momentum and participation that collective action by the design community is possible and self-generating? Are there models or structures needed to create systematic engagement with the social sector?

At the end of the Bellagio workshop, participants made commitments for staying engaged with work around design and social innovation. William Drenttel, co-chair of the Aspen Design Summit and a principal of Winterhouse Institute, proposed connecting AIGA and committing the Aspen Design Summit to become a meeting place for this work.

The objective was to harness design creativity in areas where massive public sector efforts were attempted in the past. The power of this movement, though, would be amplified significantly with success-sharing mechanisms, documentation of best practices, matching of resources to needs, and promotion of the promise of design as one avenue to innovative solutions.

In January 2009, Winterhouse Institute began a two-year project, funded by the Rockefeller Foundation, to develop collective action and collaboration for social impact across the design industry — and encompassing a range of other institutions that work on the needs of poor or vulnerable people.

The funding was directed to support the 2009 Aspen Design Summit; to developing case studies with the Yale School of Management; and to creating an editorial website, Change Observer, which launched in July and is part of the Design Observer Group, as a news and communications platform to monitor progress in the zone of design and innovation around social issues.

AIGA

AIGA was founded in 1914 as the American Institute of Graphic Arts and remains the oldest and largest professional membership organization for design, with 64 chapters as well as leading international initiatives. It represents more than 22,000 design professionals, educators and students through national activities and local programs.

In 2005, the organization's name was changed to "AIGA, the professional association for design," reflecting the evolution of the profession from its earlier roots in the graphic arts. The goal of AIGA is to stimulate thinking about design, and to demonstrate its value. Its mission is to advance designing as a professional craft, strategic tool and vital cultural force. AIGA also speaks to external audiences about their roles as designers and the value of great design.

AIGA functions on many levels. It promotes and communicates standards for ethical conduct and professional expertise and in collecting and analyzing information about the profession. It develops programming on critical issues facing design and celebrates both effective and innovative design. Moreover, AIGA serves as a hub of thought-leadership and activity for the designing community.

WINTERHOUSE INSTITUTE

Winterhouse Institute was founded by William Drenttel and Jessica Helfand. It is focused on design-oriented social and political initiatives, as well as design education. In 2009-2010, its work is supported by a grant from Rockefeller Foundation in the zone of design and social innovation.

Previously, Winterhouse Institute, supported by AIGA, initiated the Polling Place Photo Project, a nationwide experiment in citizen journalism to capture democracy in action on Election Day, which included an archive of photographs taken by citizens at their polling places. During the 2008 election cycle, the project was run in partnership with *The New York Times*.

In collaboration with AIGA, Winterhouse Institute sponsors the Winterhouse Awards for Design Writing & Criticism, which seek to increase the understanding and appreciation of design, both within the profession and throughout American life. The \$10,000 prize, as well as student awards, recognizes excellence in writing about design and encourages the development of new voices in design writing, commentary and criticism.

Winterhouse also publishes Design Observer, the leading site of writing, news and commentary about design and culture, design and social innovation, and urbanism and the public realm. The results of the Aspen Design Summit will be published on the Design Observer channel, Change Observer, edited by William Drenttel and Julie Lasky.

SUMMIT PROGRAM

The Aspen Design Summit is a participatory event where 70 attendees work together to develop innovative contributions toward solving large-scale national and global problems with human-centered design solutions. The summit will include leaders from design, NGOs, business, social institutions and foundations.

In our opening session on Wednesday, we will introduce five large problems (rural health delivery, international education, rural poverty, healthy aging, and sustainable food and obesity). We will have short introductions by involved participants, as well as short outlines by studio moderators of the specific challenges we are undertaking.

Attendees will be assigned into small studios of 10 to 15 people to focus on these five specific initiatives. The studios will craft ways to address these problems and present their findings to the larger group. The fundamental goal of each studio is to develop a course that can be executed within 24 months to advance the challenges posed, including program definition and description; a business plan and funding requirements, and an implementation plan.

Studio work sessions will fill most of Thursday. In a moderated session on Friday morning, each studio will present to the Summit as a whole for feedback. Studio work will then continue on Friday afternoon.

A final discussion of each project, before the entire Summit, will happen on Saturday morning, where studios will present plans for concrete outcomes and actionable implementation.

Each studio will have a moderator and a recorder. The moderator is a peer participant who has agreed to guide the conversation. The recorder is a peer participant who will keep notes, help the team articulate its ideas for presentations, and summarize each studio's work in a final written report.

For participants not previously exposed to work with designers, we are looking to our moderators to apply design processes or design thinking to the work at Aspen. We are not looking for specific design solutions — the specific design of the early childhood development kit, or the interior architecture of a rural poverty center in Greensboro, AL, or the typographic solution to a campaign for healthy aging. Rather we are looking for program development, using design processes and thinking, that outlines a concrete course of action by designers engaging with larger communities to generate projects of scale and impact.

A design process is a framework for problem solving that often leads to creative solutions. For the most part, designers follow a pattern of steps to define a problem, generating ideas and translating the ideas into value. Among designers, there is a relatively clear sense of the attributes of design thinking, although it is articulated in different ways by different practitioners. Its key characteristics involve refining the problem statement to include dimensions often overlooked by others; aiming for human-centered solutions, which often means early ethnographic research to better understand those effected by the problem and solutions; encouraging divergent thinking; crafting many approaches to address a problem before narrowing them; and rapid prototyping, to encourage risk in considering options. Convergence on a valid solution occurs after testing prototypes and then focusing on gaining the consensus necessary from all stakeholders in order to execute a solution that results in real progress.

We may only be able to do part of this work during our short time at Aspen, but it is our hope that we can craft and develop feasible and fundable programs of scale and impact that will help us reach the goal of implementation within 24 months. We will have incredible expertise on every team, so the process should be enjoyable, challenging and rewarding.

SCHEDULE

WEDNESDAY 11 NOVEMBER

1:00 PM - 3:00 PM Check-In, Meet and Greet

3:00 PM - 3:30 PM Introductions, Ric Grefé and William Drenttel

3:30 PM - 5:30 PM Project Presentations

5:30 PM - 6:30 PM Studio Meetings

6:30 PM - 7:30 PM Cocktails

7:30 PM - 9:30 PM Summit Dinner

9:30 PM - 11:00 PM After Dinner Meetings

THURSDAY 12 NOVEMBER

7:30 AM - 8:30 AM Breakfast and Impromptu Meetings

8:30 AM - 9:00 AM Questions, Ric Grefé and William Drenttel

9:00 AM - 12:00 PM Studio Meetings

12:00 PM - 1:00 PM Summit Lunch

1:00 PM - 2:00 PM NewDesign Foundation Presentation

2:00 PM - 2:30 PM Questions, Ric Grefé and William Drenttel

2:30 PM - 5:30 PM Studio Meetings

5:30 PM - 6:30 PM Cocktails

6:30 PM - 9:30 PM Free Time, Dinner in Town

9:30 PM - 11:00 PM After Dinner Meetings

FRIDAY 13 NOVEMBER

7:30 AM - 8:30 AM Breakfast and Impromptu Meetings

8:30 AM - 11:30 AM Interim Studio Reports, Larry Keeley, Moderator

11:30 AM - 12:00 PM Discussion: Other Topics

12:00 PM - 3:00 PM Free Time, Lunch

3:00 PM - 6:00 PM Studio Meetings

6:00 PM - 6:30 PM Transportation to Dinner

6:30 PM - 7:30 PM Cocktails

7:30 PM - 9:30 PM Summit Dinner

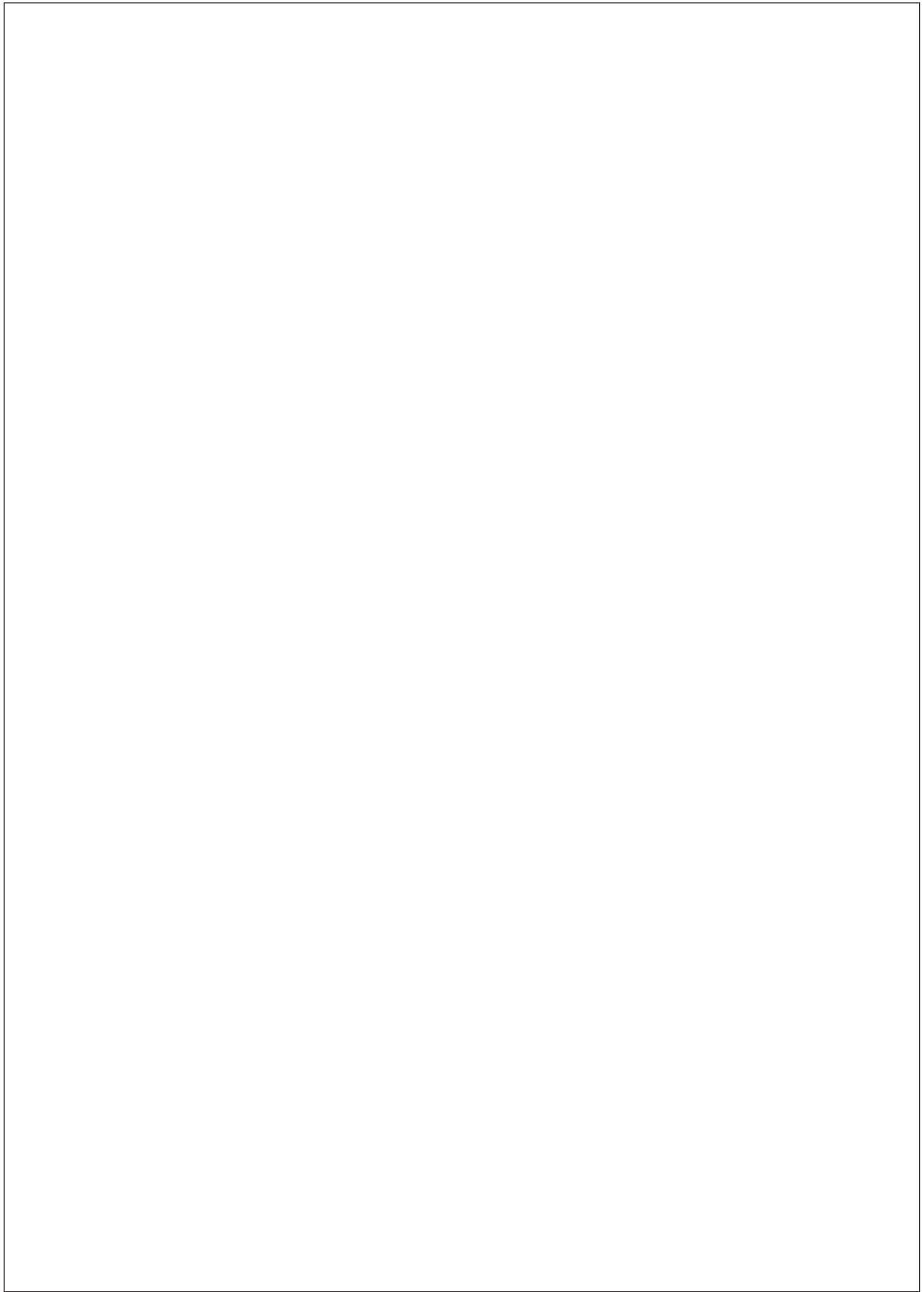
9:30 PM - 11:00 PM After Dinner Meetings

SATURDAY 14 NOVEMBER

7:30 AM - 8:30 AM Breakfast and Impromptu Meetings

8:30 AM - 11:00 AM Final Studio Reports

11:00 AM - 12:00 PM Wrap-Up and Final Discussion



5 PROJECTS

PROJECT 1

CDC AND HEALTHY AGING

INITIATIVE

By 2015, one of every five Americans will be between the ages of 50 and 64. By 2030, the number of Americans aged 65 and older will more than double to 71 million, comprising roughly 20 percent of the U.S. population. An enhanced focus on promoting and preserving the health of older adults is essential if we are to effectively address the health and economic challenges of an aging society. Given that 70% of adults will already be diagnosed with at least one chronic condition and nearly half will have two or more by the time they are in their mid-sixties, it is critical that we ensure they can continue living healthy, productive lives for as long as possible.

National experts agree on a set of recommended clinical preventive services that can help detect many of these diseases for both of these age groups, delay their onset, or identify them early in their most treatable stages. Despite the fact that these services are highly cost-effective, among adults aged 50 to 64 fewer than 25% report receiving them (*The State of Aging and Health in America*, 2007). For adults 65 years and older, even with the added benefit of covered services through Medicare, less than 40% report receiving a core set of preventive screening and immunizations (*Promoting Preventive Services for Adults 50-64: Community and Clinical Partnerships*, 2009).

The goal of a design intervention in the area of healthy aging will focus on ways to enhance the ability of public health entities to determine whether adults 50 and over in their communities are “up-to-date” with preventive health services; and secondly, how to broaden the delivery of these preventive health services through community programs, information messaging, and mobilizing infrastructure to move from awareness to behavior and systems change.

On another level, designers are asked to think about possibly extending this mandate to include preventive health services in emergency situations. Once links are created between consumers and health service providers, is this new community-wide infrastructure and communications usable in emergencies to deliver health services to older people?

Such focused community action can be designed to align messages, build awareness, and create environments that offer accessible and convenient access to services, and adopt healthy public policies. Unleashing the community’s potential to support the strengths of the healthcare system will generate a powerful force for taking steps to improving our nation’s health and quality of life.

BACKGROUND

The United States is on the brink of a longevity revolution. The far-reaching implications of the increasing number of older Americans and their growing diversity will include unprecedented demands on public health, aging services, and the nation’s health care system.

Chronic diseases exact a particularly heavy health and economic burden on older adults due to associated long-term illness, diminished quality of life, and greatly increased health care costs. Although the risk of disease and disability clearly increases with advancing age, poor health is not an inevitable consequence of aging.

Much of the illness, disability, and death associated with chronic disease are avoidable through known prevention measures. Key measures include practicing a healthy lifestyle (e.g., regular physical activity, healthy eating, and avoiding tobacco use) and the use of early detection practices (e.g., screening for breast, cervical, and colorectal cancers, diabetes and its complications, and depression).

Unfortunately, many of the monitoring targets for clinical preventive services are not being met.

According to a new CDC report to be released in November 2009, we can count on one hand the number of Healthy People 2010 targets that have been met by the majority of states for adults ages 50 to 64:

Mammogram within past 2 years

50 states and DC met target of >70%

Cholesterol screening within past 5 years

50 states and DC met target of >80%

Binge drinking within past 30 days

45 states met target of <13.4%

Colorectal cancer screening

33 states met target of >50%

Whereas we can see that the remaining six indicators with Healthy People 2010 targets are bleak at best:

Pap test within past 3 years

5 states met target of >90%

No leisure-time physical activity within past month

4 states met target of <20%

Smoking — current

1 state met target of <12%

Influenza vaccination within past year

0 states met target of >60%

Pneumococcal vaccination ever among persons at risk

0 states met target of >60%

Obesity — current

0 states met target of <15%

One problem, however, has been that the burden of preventive care and communicating information about such care has been largely left to doctors in a clinical situation. Of course, medical practitioners play a key role in this dialogue, but often don't have the time in their 3 to 10 minutes with patients to focus on "patients' illnesses" vs. keeping individuals healthy. That's why it is critical to find other players and places that would have a catalytic role in promoting awareness of preventive health services.

For its part, CDC and AARP have a collaborative relationship focused mainly around joint work in the areas of increasing access to and use of preventive services, physical activity, sharing resources, expertise and targeted opportunities to reach consumers.

Traditionally, CDC's Healthy Aging Program has worked with public health and aging services practitioners, NGOs, and similar organizations. Now CDC's Healthy Aging Program wants to expand that relationship to consumers and to think creatively about how to reach them with critical information and to change their behavior when it comes to preventive health services. AARP is an important partner in these efforts.

Further, CDC is interested in discussing whether the infrastructure and delivery components established through expansion of community-based delivery of preventive services can be used in emergency situations — whether it is a post-hurricane scenario, an earthquake in southern California, or a heat wave in Chicago — to get messages and services to populations that are difficult to reach for any number of reasons, such as lack of access to mobile technology, the Internet, or available transportation.

By the same token, it is interested in discussing whether this mechanism and delivery component can be used in

emergency situations — whether it is a post-hurricane scenario, an earthquake in southern California, or a heat wave in Chicago — to get messages out to a population that is difficult to reach for any number of reasons, such as lack of access to mobile technology, the Internet, or available transportation.

CASE STUDY

SPARC (Sickness Prevention Achieved through Regional Collaboration)

The SPARC initiative builds partnerships between community organizations and healthcare providers to increase the delivery of multiple clinical preventive services, namely vaccinations and screenings. Its founder and executive director is Dr. Doug Shenson.

Over the past 12 years, SPARC and its many partners have reached tens of thousands of residents in four adjacent counties at the intersection of Massachusetts, Connecticut and New York. A recent expansion to nine counties in and around Atlanta, Georgia, has already served over 4,000 men, women and children.

SPARC promotes influenza and pneumococcal vaccinations; cancer screening (mammograms, pap tests and colorectal cancer); and cardiovascular screenings (including cholesterol and blood pressure) with follow-up as needed.

Preventive services are offered at key locations where community residents can be reached easily such as churches, beauty salons, barbershops, worksites, polling places, public schools, community centers, physician practices, low-income housing and flu shot clinics. The locations can be expanded depending upon the particular opportunities in each community served.

As a nonprofit health organization, SPARC serves as a catalyst and a “bridge” by bringing community organizations and healthcare agencies together to:

- Create local networks of healthcare and social service providers that take responsibility for population-wide access to and delivery of preventive services
- Develop efficient programs by bundling services for 1-stop delivery at multiple community sites
- Coordinate outreach for preventive services across the entire community
- Identify and reach out to groups most in need
- Provide screening results as follow-up to participants’ healthcare providers
- Provide guidance and training to local healthcare practitioners as appropriate
- Monitor and continually enhance community-wide efforts.

Agencies and organizations that often partner with SPARC include state and local health departments, hospitals, mayor’s offices, community advocacy groups, faith-based organizations, visiting nurse agencies, local election authorities, media, home-delivered meal programs, public housing authorities, schools, area agencies on aging, and businesses.

The outcomes have been successful. SPARC’s initiatives have successfully increased the use of influenza vaccinations, pneumococcal vaccinations, Hepatitis B vaccinations, tetanus booster and mammography in the communities in which it has been implemented.

For example, SPARC pioneered a mechanism to provide mammography appointments at flu shot clinics for women who were behind schedule for breast cancer screening. This simple innovation resulted in a doubling of mammography rates among women attending these flu shot clinics.

In a related project, SPARC collaborated with the Robert Wood Johnson Foundation in the Vote & Vax initiative, which provides flu shots at polling places.

Since its first multi-state program in 2004, Vote & Vax has helped provide thousands of influenza vaccinations to at-risk Americans. Vote & Vax significantly expanded its efforts in 2008, ultimately delivering 21,434 influenza vaccinations at 331 locations in 42 states and the District of Columbia this past November. Of those vaccinated through the project, almost half (47.7%) were “new” recipients, meaning they had either not received a flu shot in the preceding year or would not have otherwise been vaccinated.

RESOURCES

Centers for Disease Control and Prevention and The Merck Company Foundation. *The State of Aging and Health in America 2007*. Whitehouse Station, NJ: The Merck Company Foundation; 2007. Available at: www.cdc.gov/aging/saha.htm.

Centers for Disease Control and Prevention, AARP, and the American Medical Association. *Promoting Preventive Services for Adults 50-64: Community and Clinical Partnerships*. Atlanta, GA: National Association of Chronic Disease Directors; 2009.

Shenson D, Benson W, Harris AC. Expanding the delivery of clinical preventive services through community collaboration: the SPARC model. *Preventing Chronic Disease* (serial online) 2008; 5(1). Available at: www.cdc.gov/pcd/issues/2008/jan/07_0139.htm.

Robert Wood Johnson Foundation. National Vaccine Summit recognizes SPARC for the success of the Vote and Vax 2008 Program. Robert Wood Johnson Foundation Web site. Available at: www.rwjf.org/pr/product.jsp?id=40588.

www.cdc.gov/aging

www.sparc-health.org

www.voteandvax.org

PROJECT 2

HALE COUNTY AND RURAL POVERTY

INITIATIVE

Hale County is one of the poorest regions in the U.S. Much of its impoverished population suffers from substandard housing, education, health care, and job opportunities. Recently it has become the focus of attention of a growing number of design and other organizations committed to providing expertise to help improve the lives of local citizens.

Hale County is envisioned as a center for implementing design projects to help alleviate rural poverty. A National Design Center for Rural Poverty Programs — a prototypical or conceptual name only — would act as a laboratory for designers, academics, NGOs, and community groups to experience, research and collaborate on issues related to rural poverty, including health, education, housing and infrastructure, among other topics.

A National Design Center is likely to include live/work spaces, classrooms, and perhaps an exhibition area and community/tourist center that would provide a physical place to accommodate designers and others so they can come to Hale. It would bring together designers and community groups to see how design expertise can benefit the region through social programs and economic development, from small businesses to tourism. It is further anticipated that the Center could be a place for design work and research into rural poverty issues in other parts of the county.

The initiative would build on the presence of groups already in Hale, such as HERO (Hale Empowerment and Revitalization Organization), Rural Studio, Urban Studio, Project M, Horseshoe Farm and Teach for America. The goal is to devise a concept and business model for a research center or laboratory, which would act as a catalyst for developing resources and programs to foster social

change, ways to document initiatives and learning, as well as expansive and innovative ways to draw the larger national design community to this resource center to foster economic development in the region. It is anticipated that program definition and development for initial projects will be a part of the initiative.

BACKGROUND

Hale County is located in west-central Alabama, in what is known as the Black Belt, named for its rich dark soil. Farming was the prevailing occupation until the middle of the 20th century; cotton was the main crop until the 1930s. Unlike many neighboring counties, Hale did not take part in the industrialization boom of the mid-20th-century, remaining largely rural and agricultural, accounting for its high rates of poverty today.

Poverty is endemic among a majority of its 18,000 residents, mostly the 60 percent black population. A legacy of segregation and institutionalized racism has made political, economic and social progress difficult.

In Hale County, 22.2 percent of families (and 26.9 percent of individuals) live below the poverty line; 34 percent of children 18 years or younger live in poverty. Some 53 percent of households are female-led, almost double the national average (not surprisingly, 64 percent of grandparents are caregivers compared to 42 percent nationally.) Per capita income in Hale is \$12,661 compared to \$18,000 statewide and \$38,000 nationally.

Housing

Sub-standard housing occurs in Hale at a rate of 2.5 times the national average. About 25 percent of the population lack direct access to the municipal drinking water supply, and are forced to get their water from wells or tote cans from gas stations or public facilities (many residents could have access

but can't afford set up fees or water bills). Between 2 percent and 3 percent of residents lack complete plumbing or kitchen facilities; 9.4 percent have no phone service, compared to 2.4 percent nationwide.

Health

The county has a poor health-care delivery system, especially for the black population (typical for most black communities in the state). The black infant mortality rate in Hale is 25.9 percent compared to the national average of 14 percent for blacks and 5.8 percent for whites. Not surprisingly, 36.2 percent of black mothers lack adequate prenatal care. There are 2.0 primary care physicians per 10,000 inhabitants in Hale compared to 7.0 nationwide. In 2003, Hale was designated as a Health Professional Shortage Area by the federal office of Health Professions.

In 2007, the CDC reported that three states — Alabama, Mississippi, and Tennessee — all had obesity rates equal to or greater than 30 percent. In 2008, Alabama clocked in at 30.1 percent.

Education

According to the Literacy Council of West Alabama, the state's overall functionally illiteracy rate is 25 percent; in other words, one out of four people function at the lowest literacy level in Alabama. In Hale, the functional illiteracy rate is 41 percent, one of the highest in the state.

Not surprisingly, 43 percent of adults with low literacy skills live in poverty. 40 percent of children entering 4th grade are unable to read at grade level. This also impacts job skills: 75 percent of Alabama small business owners report that many job applicants do not have basic reading, writing and math skills.

Hale County schools received a "C" grade in 2000 by the State Board of Education; the

high school drop out rate is around 22 percent.

Impressions

The county seat, Greensboro, is a city of vivid contrasts. It boasts a historical neighborhood with antebellum mansions and examples of Greek Revival architecture; a stately Main Street with 70% of its buildings unoccupied (including a few burnt-out shells); a dramatic block-to-block residential shift between racial groups; two somewhat racially-segregated grocery stores; a legally-integrated high school with no white students (white students go *en masse* to a nearby private school); the Safe House Museum, once used to shelter Martin Luther King Jr. from the Ku Klux Klan during a 1960's meeting; a former Opera House, the focus of a recent \$200,000 restoration fundraiser; numerous Auburn University Rural Studio architectural projects; and the headquarters of HERO.

CASE STUDY: HERO

After attending the Rural Studio as an Outreach Fellow in 2003, Pam Dorr decided to stay on and started working with HERO, a nonprofit founded in 1994 and involved mainly in providing social services to families in a county that suffers from high infant mortality and child abuse rates. Today, she is its Executive Director.

Dorr changed the direction of HERO to focus on offering housing resources. With an annual operating budget of around \$1.2 million, HERO today provides housing and community resources to help people become homeowners; offers payment assistance grants to afford homes; counsels on home repair, home rental, home-buyer education, and home building. Community resources include so a low income energy assistance payment program, thrift store, food pantry and an educational and job training program called Youthbuild, aimed

at helping young people ages 16-24 complete their GED and at the same time help build homes for families.

A HERO design challenge to build a home for \$20,000 came about after Dorr learned that many local residents could only qualify for a \$20,000 loan because they live on a minimal income, usually about \$637 a month, the amount of their social security or SSI. Rural Studio took up the challenge, budgeting \$10,000 for materials and \$10,000 for labor. Eight of these homes, designed and built by Rural Studio students have so far been completed.

Other Projects in Hale County:

AMERICORPS/VISTA

Over the past year HERO has worked with 6 VISTA (Volunteers in Service to America) fellows and has applied to double that number next year. This will allow HERO to expand its community services to 5 new low-income counties. HERO will offer housing counseling services; home buyer education, credit counseling and down payment assistance grants to families interested in changing their housing situation.

www.americorps.gov

www.americorps.gov/about/programs/vista.asp

HABITAT FOR HUMANITY

Habitat came to Alabama in 2006 after Hurricane Katrina and now works in 5 Black Belt counties to create new housing options. Over 350 volunteers serve each year to build homes; 22 have been built to date. A partnership with Auburn University's DESIGNhabitat has led to progressive Habitat designs which have received numerous design awards.

www.habitat.org

PROJECT HORSEHOE FARM

Project Horseshoe Farm is a non-profit service, leadership development and educational initiative located in Hale County, which began full operation in 2009. It was started by Dr. John Dorsey, a psychiatrist at Hale County Hospital. Initially the focus of service will be on housing programs for adults, including the elderly, with mental disabilities, and on mentorship, academic and enrichment programs for children.

A housing program focuses on improving quality of life of residents by pairing stable housing with the companionship of Horseshoe Farm Fellows and community volunteers. For children, the program will be looking improve an after- school tutoring, mentoring, and activities program initiated in partnership with Greensboro West Elementary School in 2007. The program currently serves approximately thirty 4th-6th grade students and is staffed by students from University of Alabama's School of Social Work and from the University's Honors and Blount Colleges, as well as from Auburn University's Rural Studio.

www.projecthsf.org

PROJECT M

John Bielenberg's Project M started in Hale in 2007 with the buy-a-meter program to help residents gain access to the municipal water supply. The second step was to establish a Project M Lab in Hale, a permanent home in a former schoolhouse where students can stay while working on projects in collaboration with HERO. A recent project is PieLab, which serves many functions: local pie shop, café, art gallery, small business incubator, community gathering place. It is a model for a small community-based business, and as it is located in a reused storefront on Main Street, Pie Lab is a good example of sustainable design.

www.projectmlab.com

www.pielab.org

RURAL STUDIO

Auburn University's ambitious program allows students from the school and other interested people to design and build innovative and often sophisticated houses in underdeveloped rural areas like Hale County — mostly for desperately poor, typically black clients. The Rural Studio seeks solutions to the needs of the community within the community's own context, not from outside it. Its participants build homes as well as community spaces, with an esthetic that is modern but also blends in with traditional structures.

The Rural Studio became the vehicle through which its founder Samuel Mockbee was able to realize his personal aspiration that architecture could offer an opportunity to raise the spirits of the rural poor through the creation of homes and community facilities, which aspired to the same set of architectural ideals and virtues as those buildings which have substantial budgets and prosperous clientele.

More importantly, Mockbee's social ethic is imbued in the students by instilling in them a sense of professionalism, volunteerism, individual responsibility, and a commitment to community service. Andrew Freear, director of the Rural Studio since the death of Samuel Mockbee, has extended this program in dynamic and new ways.

Rural Studio projects in Hale and neighboring counties exemplify the sheer power of architecture when applied in this poverty-stricken region. These include many public buildings, designed and built by teams of four students: among these are the Boys and Girls Club in Akron, Alabama and the Antioch Baptist Church in nearby Perry County.

www.cadc.auburn.edu/soa/rural-studio

TEACH FOR AMERICA

Teach for America will come to the Alabama Black Belt — Hale, Sumter and Perry counties — in 2010. This two-year program will involve 30 teachers in the first year and 60 in the second. The goal is to create educational equity in low-income areas so that location does not determine educational level and outcomes. The program is aimed at leveling the educational playing field. There are currently no charter schools in Alabama; legislation is being put forward to change that, and Hale might be the first to have one.

TFA corps members are recruited from top schools and corporations, and 20 percent end up moving to the site location permanently. Many serve as school principals or are engaged in community development, while 63 percent stay in the educational field.

www.teachforamerica.org

URBAN STUDIO

Auburn University's Urban Studio, founded in 1991, is an outreach program of AU's College of Architecture, Design and Construction that gives fourth-year and thesis students the opportunity to pursue design in an urban setting and engage in community projects. It is a laboratory to study urban design in Birmingham as well as in small towns in Alabama to help them recognize their potential and establish a vision for the future.

In addition to its work with the City of Birmingham, the Urban Studio has partnered with more than 40 small towns and communities across the state to help them recognize their potential and establish a vision for the future. The Small Town Design Initiative, started in 1998, assists civic leaders and citizens in small towns in preserving those things that made their towns special while preparing for revitalization, growth and improved quality of life. Since that time, the Studio has worked with these communities to develop

long-range visions and strategic plans for revitalization. Many of these communities are in Hale and surrounding counties.

www.designalabama.org

www.yourtownalabama.org/smalltown.htm

RESOURCES

Hale Empowerment and
Revitalization Organization

www.herohousing.org

Alabama Department of Public Health

www.adph.org

CDC-Hale County Snapshot

www.bt.cdc.gov/snaps/data/01/01065.htm

Encyclopedia of Alabama

www.encyclopediaofalabama.org

*Rural Studio: Samuel Mockbee and an
Architecture of Decency*

Andrea Oppenheimer Dean, Timothy
Hursley ISBN 9781568982922

*Proceed and Be Bold: Rural Studio After
Samuel Mockbee*

Andrea Oppenheimer Dean, Timothy
Hursley ISBN 9781568985008

Design Observer: Report from

Hale County, Alabama

[http://changeobserver.designobserver.com/
entry.html?entry=8877](http://changeobserver.designobserver.com/entry.html?entry=8877)

PROJECT 3

UNICEF AND
EDUCATION
INITIATIVE

INITIATIVE

This initiative begins with a collaboration between AIGA, INDEX: and UNICEF to rethink approaches to two specific problems that must be overcome to provide effective support to education in developing countries. Faced with enormous challenges to advance education, UNICEF is striving to make schools safer, healthier and more conducive to learning, especially in the case of vulnerable and difficult-to-reach populations or children dislocated by disaster.

This initiative will focus on two well-defined projects, each of which can address an immediate need:

1. Design a low cost, durable Early Child Education kit that can be used in emergency situations
2. Design clean, dignified facilities and support services for menstruating girls, so they are more likely to continue to attend classes

Teams will develop thinking about how design interventions can capture both ideas for the projects and create a foundation for a global INDEX: | AIGA Aspen Design Challenge. This will be presented to design, engineering and business students at colleges around the world during 2010, resulting in the selection of several proposals to present to social venture entrepreneurs and UNICEF in spring 2011.

1. EARLY CHILDHOOD DEVELOPMENT KITS

BACKGROUND

Children living through an emergency often do not receive the care and education they need because normal care giving networks and schooling systems are interrupted. This can take a heavy toll, especially on younger children, because the development process

is interrupted, sometimes irreversibly. An emergency can therefore influence the development of an entire generation, undermining long-term goals for the development of human capital, civic participation and economic productivity — unless immediate action is taken to protect and support young children and their caregivers.

UNICEF has long used kits in emergency response to provide the supplies necessary to initiate immediate protective and supportive programming for children, families, caregivers and teachers. Most famous, perhaps, is what is commonly referred to as the School in a Box pioneered by UNICEF and UNESCO for use in Somalia and Rwanda in 2000. This kit includes blackboard paint, writing materials and other supplies necessary to re-establish educational processes when schools or school supplies are not available. The school-in-a-box kits costs \$206.

Most agree that local procurement of materials is preferable whenever possible, as local materials are more likely to be culturally-relevant, economical, appropriate to the specific needs of the current emergency, and supportive of the growth of the local economy and of the development of new skills, particularly among youth. However, in situations when immediate response is necessary and when local procurement is impossible, kits are promoted as a practical means of supplying the materials necessary for protecting and supporting children.

UNICEF launched a pilot study of an Early Childhood Development (ECD) kit in 2004. It was an attempt to address a wide range of concerns: child protection by supporting parents and care givers; early intervention to avoid the accumulation of trauma; healing through expression in play and art; consistency through the creation of routines; psychological support for parents, teachers and students; time and space for

parents and caregivers; child development in language, social, cognitive, emotional and motor skills; community cohesion through involvement in a politically neutral activity; training and productive activity for adults working to staff and supply ECD programs.

The pilot ECD kit was designed to provide the materials necessary to facilitate play and learning activities for children from birth to age six; ensure safety and hygienic conditions; and support teachers and caregivers in facilitating programming under have situations of crisis. The kit was designed for use in “emergencies and beyond,” which also includes post-crisis transition, reconstruction, and any situation where materials for young children are simply not available.

The kit is packaged in an aluminium trunk, with a total weight of 33kg (73lb). Kits are designed to serve groups of 30 children at a time and cost 350 USD, to which an estimated minimum of 100 USD in freight is added.

They contain materials for caregivers and children ages 0-3 and 3-6. There were different reactions to many of the items, some of which are summarized here, which underscores the challenge of finding materials that are appropriate for different countries, cultures and situations.

Caregivers received adhesive tape, ball point pens, soap, a collapsible water bottle and ruled exercise books. The most popular items were the collapsible water container, soap, ballpoint pens and the exercise book, included for record-keeping purposes. One concern that applies to the ballpoint pens and exercise book, as well as to the tape, markers and soap, is the need to replenish them once consumed.

For children 0-3, there was a ball, treasure basket of plastic shapes, and a plastic bucket, among other items. The plastic shape sorter kit was highly popular in Guyana, while caregivers in Jamaica found it inappropriate for both age groups of children. The plastic bucket was popular as a toy in Jamaica, yet participants expressed concern that it might compromise hygiene through use for repeated hand washing.

Children 3-6 were supplied with a plain paper pad, modelling clay, wooden beads, polyester skipping rope and hand puppets, among other items.

The glove and hand puppets, made of soft cloth and representing a variety of animals and insects, were highly popular in all pilot countries, as they could be used to explore and teach a variety of topics with children in both age groups. These were the most popular item in the Maldives, although caregivers worried about their lifespan in a hot, tropical climate. In Jamaica and Guyana, some concerns were expressed about unattractive colours and unfamiliar animals, which frightened some children.

Some materials, namely the crayons, blocks and beads, were simply considered too difficult to use. The most common complaint was that the thin crayons broke easily. The small size of the wooden blocks and beads for stringing made these activities difficult for children, as did the floppy string included with the beads. Participants in Jamaica also found the box holding the bead stringing set too difficult to open. The skipping ropes, colourful lengths of plastic rope, were very popular yet also elicited a number of concerns. While skipping ropes were recommended by Jamaica for inclusion in the final kit, caregivers noted that the rope hurt some children’s hands, and recommended the ropes be replaced by designated skipping ropes with plastic handles.

The aluminium box in which kit contents are stored and shipped was not popular among participants; however, there was no consensus on a workable alternative. The box (with contents packed inside) is too bulky and heavy for caregivers to carry, yet must be stackable and durable to endure shipping and storage under varied conditions.

In designing a new ECD kit, the following areas of concern need to be addressed:

- Appropriateness of materials for children of different ages
- Appropriateness of materials for children with special needs, including HIV/AIDS
- Appropriateness for children of diverse cultures and contexts
- Potential for sustainability with high quality and durable materials
- Global distribution v. local procurement
- Training materials and guidelines for caregivers
- Reducing the price to improve accessibility
- Developing a monitoring plan for use and implementation

CASE STUDY: SCHOOL-IN-A-BOX

Since the mid 1990s, UNICEF has delivered the School-in-a-Box to emergency situations all over the world, providing the chance for children to continue their education during the most extreme crises.

It was developed by education experts from UNICEF and UNESCO to provide basic education to hundreds of thousands of children in refugee camps who had been displaced by the events in Rwanda in 1994. The purpose of the kit is to ensure the continuation

of children's education by the first 72 hours of an emergency.

The concept is simple: school supplies and materials for up to 40 students, plus supplies for the teacher, are delivered in a locked box which can double as a blackboard when coated with the special paint included in the kit. In addition to the basic school supplies, such as exercise books, pencils, erasers and scissors, the kit also includes a wooden teaching clock, plastic cubes for counting and a set of three laminated posters (alphabet, multiplication and number tables). Using a locally developed teaching guide and curriculum, teachers can establish makeshift classrooms almost anywhere, thus ensuring the child's right to education.

The contents of the kit are culturally neutral, can be used anywhere in the world, and are often supplemented by locally purchased products, such as books in local languages, toys, games and musical instruments. Exercise books are printed without margins, so that children who write from left to right or from right to left can use them. Another version of the kit, without the lockable box, the School-in-a-Carton, is also available, as is a replenishment kit.

RESOURCES

www.unicef.org/supply/kits_flash/schoolinabox

2. PROTECTING THE DIGNITY OF MENSTRUATING GIRLS

BACKGROUND

The absence of appropriate facilities to provide privacy, dignity, safety and hygiene management during menstruation results in a high rate of drop-out or absence of girls from schools. In countries where menstrual hygiene is a taboo, girls in puberty are typically absent for 20 percent of the school year. Menstrual hygiene in schools requires a way for girls to dispose of and change pads or wash, dry and change cloths without adversely confronting social norms around this often stigmatized subject, allowing them to comfortably attend school while menstruating.

UNICEF estimates that one in 10 school-age African girls either skips school during menstruation or drops out entirely because of the lack of proper sanitation facilities. The total amount of lost school days, in an environment that already places low value on the education of girls, poses formidable obstacles for girls to continue their schooling.

Absenteeism during menstruation is due to a variety of reasons. These include the lack of the following: sanitary pads; privacy; clean girls-only facilities such as bathrooms or latrines; places for girls with menstrual discomfort to rest; and soap and water for washing hands. Moreover, widespread ignorance of hygiene and health issues and information related to menstruation, as well as cultural taboos that tend to isolate and stigmatize girls and women when they are menstruating, contribute to the problem.

CASE STUDIES

Makapada

A product called Makapads were created in Uganda to address the issue of the high cost of sanitary pads, after research showed that many girls could not afford to buy commercially-made pads and that 90 percent of the urban poor were improvising with unhealthy materials such as banana fibers, grass, leaves, old newspapers and pieces of cloth that did not provide reliable or hygienic protection. Developed at the Makerere University's faculty of technology in 2003-04, with funding from the Rockefeller Foundation, Makapads are made from 99 percent local materials, with the main material being from readily available papyrus reeds which are mashed and processed into a softened material. They cost less than commercial brands.

Ghana

In 2006 a pilot program in Ghana facilitated the creation of ten newly designed, girl-friendly latrines in three regions of the country. This included learning models to teach girls that menstrual blood is not dirty; the odor can be eliminated by good hygiene and washing; using sterile pads. The latrines include a wash room where girls can clean themselves and change sanitary pads in private; water and soap is provided

www.schoolsandhealth.org/Lists/List%20by%20Country/DispForm.aspx?ID=42

Once a Month

The Once a Month campaign, run through U.S. embassies, provides sanitary pads to girls in Zambia. Pads are provided by corporate donors and then shipped to Zambia for distribution.

<http://hopebuilding.pbworks.com/Affordable-menstrual-pads-keep-girls-in-school%2C-create-jobs>

Always and Tampax

The companies behind the brands Always and Tampax created the Protecting Futures program in 2007 to provide puberty education, sanitary protection and sanitary facilities to help vulnerable girls stay in school. By the end of 2009, the organization will have reached approximately 115,000 girls in 17 countries and is committed to reaching 1 million girls by 2012.

www.always.com/protectingfutures

Rwanda

Sustainable Health Enterprises (SHE), a social enterprise, is setting up a program in Rwanda to help local women open businesses to manufacture and distribute affordable, quality, and eco-friendly sanitary pads.

www.sheinnovates.com

RESOURCES

www.unicef.org

www.unicef.org/wash/index_45948.html

www.unicef.org/wash/index_documents.html

PROJECT 4

**SUSTAINABLE
FOOD AND
CHILDHOOD
OBESITY**

INITIATIVE

A small but broad based revolution is taking place in the food system in the U.S., leading to a fundamental rethinking of how we produce, process, prepare, distribute and consume food. While industrialized agriculture has made more food available to us than ever before, it has come at a great cost to our health, our environment and to traditional farming methods. Among the tragic consequences to personal health is an obesity epidemic — especially among children — as well as high rates of diet-related disease and food safety crises. Reversing these effects by supporting the emergent and alternative, sustainable system of food production, distribution, and consumption is one of the core challenges of our time.

More than ever before, we are talking about our food, its origins and nutritional value, and how it is grown and delivered to our tables. Consider the success of books about food and the food industry by Michael Pollan and Eric Schlosser, as well as the Slow Food movement and a host of grass roots initiatives — from Michelle Obama's organic White House garden to Community Sustainable Agriculture and the school lunch revolution. They all suggest that the time has come to redesign our relationship with food.

Despite these promising initiatives, the fact remains that sustainable food innovations are subscale and dwarfed by the \$1.4 trillion U.S. food industry. Yet with an estimated 25 million children now classified as overweight or obese and the cost of obesity-related health issues costing \$117 billion way back in 2000, we can no longer afford the status quo.

The conversation around sustainable food innovations is moving beyond epicurean enthusiasts and into healthcare and public policy debates. One pathway into this complex and vast issue is through the urgent and rapidly rising epidemic of childhood obesity

— a paradoxical epidemic in which an abundance of (high caloric) food can lead to nutritional deficiencies. The connections between the breakdowns in our food system, the health of our children, and the costs of healthcare are readily apparent —and offer opportunities for impact.

The goal of the Food Project at Aspen is to identify where design interventions might change the pace, degree, or scale of food transformations already underway in order to impact the childhood obesity epidemic. We want to identify aspects of the food system — from production to distribution, retail to consumption — where we can tip the momentum for change and make it unstoppable.

BACKGROUND

More than one-third of children in the United States are overweight or obese, a fact that could mean they become the first generation in recent history to have shorter life spans than their parents. As the *Washington Post* noted in a 2008 series on the problem, “an epidemic of obesity is compromising the lives of millions of American children, with burgeoning problems that reveal how much more vulnerable young bodies are to the toxic effects of fat.”

Doctors are seeing confirmation of this daily: boys and girls in elementary school suffering from high blood pressure, high cholesterol and painful joint conditions; a soaring incidence of type 2 diabetes, once a rarity in pediatricians' offices; even a spike in child gallstones, also once a singularly adult affliction. Minority youth are most severely affected, because so many are pushing the scales into the most dangerous territory.

The problem is particularly dire for those ages 6 to 19, the *Post* report explains. For this age group, the rate of obesity has not just doubled, as with their parents and grandparents, but has more than tripled.

What's more, it's unlikely that many will never recover from being overweight: up to 80 percent of obese teens become obese adults, leading experts to predict an exponential increase in heart disease, strokes, cancer and other health problems as the children move into their 20s and beyond.

The epidemic is expected to add billions of dollars to the U.S. health-care bill. Treating a child with obesity is three times more costly than treating the average child, according to a study by Thomson Reuters. The research company pegged the country's overall expense of care for overweight youth at \$14 billion annually. A substantial portion is for hospital services, since those patients go more frequently to the emergency room and are two to three times more likely to be admitted.

These facts, reported by the *Post* are based on wide ranging sources:

- 1.** The average 10-year-old girl weighed 77 pounds in 1963; today, 88. The 10-year-old boy weighed 74; today, 85.
- 2.** A 2006 study tracking 2,000 low-income children in 20 cities found that a third were overweight or obese before age 4. Most at risk: Hispanics.
- 3.** Even more than smoking or drinking, obesity triggers significant health problems and pushes up health spending.
- 4.** Children and teens consumed 110 to 165 more calories than they burned each day over a 10-year period, adding up to 58 pounds of extra weight, according to a Harvard University study.
- 5.** Only 2 percent of U.S. children eat a healthy diet as defined by the USDA.
- 6.** "Husky" car seats were developed several years ago. In 2006, more than 250,000

children under 6 exceeded the weight standards for regular seats.

- 7.** Soft-drink consumption has increased 300 percent in 20 years, and is the leading source of added sugars for adolescents.
- 8.** One-fourth of all vegetables eaten in the U.S. are french fries or chips.
- 9.** One-fourth of all Americans eat fast food at least once a day.
- 10.** We consume 20 percent more calories than a generation ago; most comes from fats and oils (up 63 percent), grains (up 43 percent), sugar (up 19 percent).

The problem begins in-utero (obese mothers usually have obese children). But that's just part of the complex causes of obesity, the *Post* says. Patterns of eating and activity, often set during early childhood, are influenced by government and education policies, cultural factors and environmental changes. Income and ethnicity are implicated, though these days virtually every community has a problem.

Author Michael Pollan, whose recent books about food have been bestsellers, believes that the agricultural-industrial complex, which, with the support of government food policies and subsidies, spits out processed food with low nutritional value, is a major cause of the obesity epidemic. The government, he wrote in a recent *New York Times* op-ed piece, "is poised to go on encouraging America's fast-food diet with its farm policies even as it takes on added responsibilities for covering the medical costs of that diet. To put it more bluntly, the government is putting itself in the uncomfortable position of subsidizing both the costs of treating Type 2 diabetes and the consumption of high-fructose corn syrup."

Pollan adds, “Cheap food is going to be popular as long as the social and environmental costs of that food are charged to the future. There’s lots of money to be made selling fast food and then treating the diseases that fast food causes. One of the leading products of the American food industry has become patients for the American health care industry.”

In general, Pollan blames Washington and Wall Street, which he alleges set the rules of the game. But he also knows we are responding to a set of pressures that come from all of us and our appetites.

Speaking with salon.com, Pollan put it this way: “The logic of the food business and the logic of human biology and ecology are fundamentally in conflict. I don’t think we can get around that. The American population is growing at about 1 percent per year, and we can only eat about 1,500 pounds of food per year. So if you’re in the business of selling food, your natural growth rate would be about 1 percent a year. But Wall Street will not tolerate a company that grows that slowly. They want 5 to 10 percent growth as a minimum. So how do you get those kinds of margins? One way is to get people to pay more for the same 1,500 pounds of chow, and the other is to get them to eat more. And the food corporations pursue both strategies. Coca-Cola is the perfect example. It’s a penny or two in raw ingredients, mostly high-fructose corn syrup and some water. And people will pay you pretty well for that. It’s very hard, on the other hand, to make money selling whole foods, the supermarket chain of that name notwithstanding.”

In his latest book, *In Defense of Food: An Eater’s Manifesto*, Pollan distills his findings into a simple mantra. “Eat food. Not too much. Mostly plants.” That, of course, can be difficult for many in the U.S. who lack access to healthy food and the means to buy it. The

following case studies examine how people and organizations are working to make good food more available to more people.

CASE STUDIES

There are many emerging trends in the sustainable food movement that recast aspects of the current food system — from production to distribution. In aggregate, these efforts are building a body of evidence that proves there is an alternative and more sustainable way of producing food. It has been documented that no effort to curb childhood obesity will gain traction if the food environment is not addressed — especially around the critical issues of access and affordability of healthy food. What follows is a demonstrative, by no means an exhaustive, list of experiments underway.

PRODUCTION

These examples show how to reconnect producers and consumers and shorten the supply chain. Innovations in agriculture can lead to increased production without increased environmental degradation, and change the way we think of a model farm.

1. Farming

Growing Power

Growing Power is a national nonprofit organization and land trust supporting people from diverse backgrounds, and the environments in which they live, by helping to provide equal access to healthy, high-quality, safe and affordable food for people in all communities.

Growing Power provides hands-on training, on-the-ground demonstration, outreach and technical assistance through the development of Community Food Systems that help people grow, process, market and distribute food in a sustainable manner. It inspires communities to build sustainable food systems that are equitable and

ecologically sound, creating a just world, one food-secure community at a time. Growing Power has multiple farm sites located in Wisconsin and Illinois, some in urban neighborhoods and others in rural settings.

It was started by Will Allen, an urban farmer and MacArthur Fellowship Grant recipient for his work in transforming the cultivation, production, and delivery of healthy foods to underserved, urban populations. In 1995, while assisting neighborhood children with a gardening project, Allen began developing the innovative farming methods and educational programs that are now the hallmark of Growing Power, which he directs and co-founded.

www.growingpower.org

Four Seasons Farm

Four Season Farm is an experimental market garden in Harborside, Maine, which produces vegetables year-round and has become a nationally recognized model of small-scale sustainable agriculture. It grows produce of unparalleled freshness and quality in customized unheated or, in some cases, minimally heated, movable plastic greenhouses. It provides a practical model for supplying fresh, locally grown produce during the winter season, even in climates where conventional wisdom says it “just can’t be done.”

www.fourseasonfarm.com

Sky Vegetables

Sky Vegetables is an innovative, urban agriculture company dedicated to building sustainable, commercial-scale hydroponic farms on urban rooftops across America. Its mission is to improve the health and nutrition of city populations and provide new jobs and educational opportunities through the development of urban sustainable agricultural communities. Each Sky Vegetables farm will provide nutritious, chemical free

and locally grown produce, while reducing environmental damage.

www.skyvegetables.com

Vertical Farming

The concept of indoor farming is not new, since hothouse production of tomatoes, a wide variety of herbs, and other produce has been in vogue for some time. What is new is the urgent need to scale up this technology to accommodate another 3 billion people. An entirely new approach to indoor farming must be invented, employing cutting edge technologies. This site has extensive information about the concept of vertical farming.

www.verticalfarm.com

2. DIY Farming and CSA's 2.0

Crea Il Orto

Italian agricultural firm Azienda Agricola Giacomo Ferraris offers customers an opportunity to reconnect with the origins of their food. Its innovative website, Le Verdure Del Mio Orto (“The Vegetables from my Garden”), lets anyone build an organic garden right from their web browser. Users first select a garden size based on the number of people they’d like to feed. The virtual gardener can then choose from 40 different types of vegetables, using a highly intuitive interface that includes information on expected yields and harvest times. Optional extras include a photo album of the garden’s progress herb and fruit beds, and even a scarecrow with a picture of the customer’s own face. Once the garden has been designed and fees paid, planting begins on the farm, which is located between Milan and Turin in northern Italy. As the organic produce grows, it’s picked and delivered to the customer’s door within 24 hours. Weekly deliveries are part of the package. Le Verdure del Mio Orto capitalizes on consumers’ hunger for locally

grown food via modern technology that allows them to get closer to the production and distribution process.

www.leverduredelmioorto.it

Green City Growers

Green City Growers are experienced organic farmers with a background in urban farming. Operating in the Boston area, Green City Growers build, design, and maintain raised bed, year-round produce farms built specifically for your yard, rooftop, or schoolyard.

www.growmycitygreen.com

Guerilla Gardening

A blog which began in 2004 as a record of “illicit cultivation” around London. Part of a wider “war against neglect,” it encourages others to reclaim public spaces to grow things. The site provides tips on how to start a new dig and joining existing “cells,” locally for your yard, rooftop, or schoolyard.

www.guerrillagardening.org

DISTRIBUTION

Examines concepts of access and affordability, and how to get more food to more people, especially in urban areas, and connects producers to consumers in a more efficient way.

FarmsReach

FarmsReach, which calls itself “the web hub for local grub,” is a web platform for local food logistics. Founded in 2007, it was based on five years work in sustainable agriculture in the San Francisco Bay area by a team of technology, agriculture, and sustainability professionals focused on putting our country’s farmers on the web

FarmsReach is a simple way for buyers to order food from local producers through delivery or local market. Producers create their “stall” where they list food, along

with pricing, packaging and other information. They define their reach, listing days they deliver to which locations through a web interface. Buyers search for food by typing in what they are looking for, then add the food to their cart. After placing the order, FarmsReach generates pick up lists and deliveries. Finally, the producers deliver fresh produce to markets or a delivery spot, where they meet buyers and settle the transaction.

www.farmsreach.com

Farm Vending Machines

In a world wrapped up in complex supply chains, small farmers are in a catch-22: sell to the supermarkets and get less cash for your carrots, or spend a lot more time and effort trying to sell directly to customers. Consumers, meanwhile, are torn between loyalty to local businesses and the convenience of those established supply chains. A German farm, Peter-und-Paul-Hof, has found a solution in the form of vending machines. The result of a collaboration between the farm and vending manufacturer Stuewer, the specially designed Regiomat machines currently sell fresh milk, eggs, butter, cheese, potatoes and sausage in thirteen German towns and communities.

www.stuewer.de/automaten/regiomat

Fair Tracing Project

A group of computer scientists and economic geographers in the UK put their heads together over the last few months to address a challenge in food systems design. As they see it, the Fair Trade movement faces obstacles to widespread adoption due to an ongoing divide between Northern consumers and Southern producers, as well as a lack of direct, specific information for customers about particular products. Their Fair Tracing Project proposes to enhance the growth of equitable global trade systems by adding digital tracing

technology to individual items so that they can be tracked, and their stories recorded, as they move from farm to table.

FishChoice

FishChoice.com is a new website for commercial seafood buyers looking for sustainable seafood products. It connects suppliers with buyers, and provides immediate access to a database of top quality seafood that has been ranked or certified by leading environmental groups.

www.fishchoice.com

Florida FarmLink

Florida Farmlink was conceived in 2006 as an economic and social networking tool. The service was established to connect various resources — land, expertise, apprentices, mentors, staff, tools, and various other services. The primary goal of Florida FarmLink is to expand both the numbers and abilities of the entrepreneurial base of small agricultural businesses, contributing both to economic vitality and community sustainability.

www.floridafarmlink.com

CONSUMPTION/NUTRITION

1. School Feeding Programs

Baltimore City Public School System

Public schools in Baltimore, Maryland, are making a concerted effort to improve healthy food choices for students including providing locally grown or distributed foods in its lunch rooms whenever possible, and working with local farms to provide more fresh produce. In addition, it was the first school system in the U.S. to adopt the Meatless Monday initiative for its 80,000 young people. The school system has also established the Great Kids Farm teaching facility and is committed to developing gardens at each of the systems' 201 schools. The overall goal is to introduce

a wide variety of projects to ensure its students eat and learn about healthy, environmentally-friendly choices. Meatless Monday is a non-profit initiative of The Monday Campaigns, in association with the Johns Hopkins' Bloomberg School of Public Health, to help reduce meat consumption 15% in order to improve personal health.

www.bcps.org (search: healthy food)

www.meatlessmonday.com

Edible Schoolyard

The Edible Schoolyard (ESY), a program of the Chez Panisse Foundation, is a one-acre organic garden and kitchen classroom for urban public school students at Martin Luther King, Jr. Middle School in Berkeley, California. At ESY, students participate in all aspects of growing, harvesting, and preparing nutritious, seasonal produce. Classroom teachers and Edible Schoolyard educators integrate food systems concepts into the core curriculum. Students' hands-on experience in the kitchen and garden fosters a deeper appreciation of how the natural world sustains us and promotes the environmental and social well-being of our school community.

www.edibleschoolyard.org

Time For Lunch Campaign/Slow Food

The Child Nutrition Act is a federal law that comes up for reauthorization in Congress every four to five years. It governs the National School Lunch Program, which sets the standard for the food that more than 30 million children eat every day. In the last few decades, as school budgets have been cut, our nation's schools have struggled to serve children the real food they need. The Time for Lunch Campaign is a project of Slow Food USA, an educational non-profit with the goal of creating a world in which everyone can enjoy food that is good, clean and fair.

www.slowfoodusa.org/index.php/campaign/time_for_lunch/about

The Lunch Box/Whole Foods and Chef

The Lunch Box is a web-based portal that enables all schools and school districts to make a healthy difference for all children in America by providing relevant information and the pragmatic tools necessary to make good food available for all kids. Now in beta mode, when fully functional, it will provide the multi-faceted approach necessary to transition any processed food based K-12 school meal program to a whole foods environment where food is procured regionally and prepared from scratch for the student population. As a free resource, The Lunch Box will provide the essential “tools” for examining, learning about, and implementing this type of healthy meal program. It will also offer a complete menu of choices for those seeking to implement program change in their schools and districts.

www.thelunchbox.org

2. Smart Technology

MyNutrikids

MyNutrikids.com provides a secure, family friendly system for online school meal prepayments by parents to their children’s school meal accounts, and nutrition education. It offers the following services:

MyKids (Online Prepayments) Allows parents to deposit money on their children’s school meal account via credit/debit card or Paypal account.

MyTray (Interactive Menus) Parents and students are able to view school breakfast and lunch options in a fun, interactive manner while learning how food choices contribute to the nutritional quality of their diet.

MyNutrition (Nutrition Education) Provides educational opportunities for school age families and district staff related to health,

nutrition and physical activity. Resources include articles, tips, tools, recipes, links, challenges and a section just for kids designed to appeal to your entire school community.

MyNutrikids.com is provided by Lunch Byte Systems, Inc., the leading maker of school food service management tools.

www.mynutrikids.com

3. Behavior Changing Campaigns

HopeLab’s Ruckus Nation/gDitty

HopeLab is a nonprofit organization that combines rigorous research with innovative solutions to improve the health and quality of life of young people with chronic illness. It works closely with young people to understand their needs and to incorporate their critical and ongoing input into product development. Two HopeLab projects —Ruckus Nation, and gDitty — target obesity by focusing on physical activity in tweens, because sedentary behavior is harming kids’ health and quality of life.

Ruckus Nation is HopeLab’s program to develop fun, effective products that increase physical activity in 11 to 14 year olds to help address the devastating effects of obesity by getting kids to move more. Ruckus Nation began as an idea competition that tapped into the power of the global community — including kids — to generate new ideas for products to get kids moving. HopeLab is now moving ahead with the best ideas from the competition to assess their technical feasibility, potential development costs, and desirability to our target audience based on direct feedback from tweens.

One winning idea is an interactive game with wearable motion sensors that make your virtual character come alive as you

dance. Pick your music, record your moves, and share your virtual dance video online. You can even create group dances or test your skills by mimicking videos from other players. Another is a wristwatch with a built-in pedometer that counts every hop, skip and jump you undertake and encourages movement by offering a variety of rewards. Set your own goals and achieve them to access songs, games and other rewards online.

The first physical activity product in development at HopeLab is gDitty (working title). It's a specially designed activity monitor optimized to record tween movement, combined with a website where kids redeem activity points for rewards they choose. gDitty was conceived by a HopeLab researcher while developing a tween-friendly activity monitor for use in the evaluation of Ruckus Nation product prototypes. A first-generation gDitty prototype is now being evaluated in small-scale pilot studies.

www.hopelab.org

SYSTEMIC ISSUES: FINANCE/FOODSHEDS

Slow Money Alliance

Slow Money is a new nonprofit organizing and international movement to bring money back down to earth. Founded by Woody Tasch, a pioneer in merging investing and philanthropy, Slow Money's mission is to build local and national networks, and develop new financial products and services, dedicated to investing in small food enterprises and local food systems; connecting investors to their local economies; and, building the nurture capital industry.

The founding principles of nurture capital, a new financial sector supporting the emergence of a restorative economy, are soil fertility, carrying capacity, sense of place, care of the commons, cultural,

ecological and economic health and diversity, and nonviolence. These are also the fundamentals of the Slow Money Principles. Currently, Slow Money is launching a national campaign to obtain one million signatories to the Slow Money Principles.

The crux of the movement, as the Wall Street Journal recently noted, is "persuading investors to put some of their assets into businesses they can see, smell and even taste — to measure growth not by the flashing numbers on a stock ticker, but by the slow ripening of a tomato. In an era of industrial agriculture, where millions of acres are planted with the same variety of corn and millions of pigs are bred to be genetically similar, small local farms are the ultimate hedge fund. They preserve heirloom seeds and quirky breeds; strengthen the soil with organic nutrients; create local markets that connect producer directly to consumer." The Slow Money movement aims to address these concerns by creating regional funds to broker interaction between investors and farmers.

www.slowmoneyalliance.org

"Know Your Farmer, Know Your Food"

USDA has launched a 'Know Your Farmer, Know Your Food' initiative to connect consumers with local producers to create new economic opportunities for communities.

This is aimed at starting a national conversation to help develop local and regional food systems and spur economic opportunity by connecting producers with consumers.

<http://bit.ly/8xygl>

Sustainable Food Laboratory

The mission of the Sustainable Food Lab is to accelerate the shift of sustainable food from niche to mainstream. We define a sustainable food and agriculture system as one in which the fertility of our soil is maintained and improved; the availability and quality of water are protected and enhanced; our biodiversity is protected; farmers, farm workers, and all other actors in value chains have livable incomes; the food we eat is affordable and promotes our health; sustainable businesses can thrive; and the flow of energy and the discharge of waste, including greenhouse gas emissions, are within the capacity of the earth to absorb forever.

www.sustainablefoodlab.org

POLICY INNOVATIONS

How innovative policy changes on an administrative level can be used as incentives to provide greater access to good food, especially in urban areas.

New York City's Tax Incentive Plan for Grocery Stores

The Bloomberg administration is continuing its campaign against unhealthy food and expanding efforts to get healthy food to areas of the New York City where it has been lacking.

After clamping down on trans-fats and dispatching fruit and vegetable vendors to areas of the city they never dared to go, the New York City planning commission has approved a proposal by the Bloomberg administration to offer zoning and tax incentives to spur the development of full-service grocery stores that devote a certain amount of space to fresh produce, meats, dairy and other perishables. The plan — which has broad support among food policy experts, supermarket executives and City Council members, whose

approval is needed — would permit developers to construct larger buildings than existing zoning would ordinarily allow, and give tax abatements and exemptions for approved stores in large swaths of northern Manhattan, central Brooklyn and the South Bronx, as well as downtown Jamaica in Queens.

The New York proposal, adapted from a Pennsylvania program that provides grants and loans for supermarket construction, is unusual because it employs a mix of zoning and financial incentives to attract, rather than repel, a narrowly defined type of commercial enterprise. The new zoning would break down some barriers that grocery stores face, including competition from drugstores and other retailers that have higher profit margins than supermarkets do and can pay higher rents.

Under the proposed rules, a residential building with a fresh-food store could be up to 20,000 square feet larger than would normally be allowed, enabling developers to make more money by building more apartments. Smaller stores in certain commercial and manufacturing districts would be exempt from a requirement that they provide customer parking. And in manufacturing districts, developers could build stores of up to 30,000 square feet — the current limit is 10,000 — without going through the city's laborious and expensive land-use review process.

City officials, who have mounted several public education campaigns to improve nutrition, point to the rising use of food stamps at farmers' markets and the crowds of shoppers at the enormous Pathmark on 125th Street in East Harlem as proof of the pent-up demand for locally grown cauliflower and packages of boneless chicken breasts in the so-called food deserts that lack them.

The proposal would also require store owners to display signs at the entrances that include a special “Fresh” logo from the planning department and the statement, “This store sells fresh food.” Many supermarket chains, from bargain to upscale ones, including Whole Foods, said they hoped to take advantage of the incentives.

New York City’s Green Carts Program

New York City’s Green Carts Program aims to increase availability of fresh fruit and vegetables in New York City neighborhoods so that more New Yorkers can buy fresh fruit and vegetables closer to home. It is part of a wider effort, started in 2008, to encourage street vendors to bring fresh vegetables and fruit to low-income neighborhoods that have been called “food deserts” because of the predominance of fast-food outlets offering high-fat, high-sugar fare and the dearth of healthful culinary fare. So far, 2,000 new mobile food carts have hit the streets in areas of the five boroughs that have long been isolated from traditional supermarkets, grocery stores and farmers’ markets offering fresh produce at reasonable prices.

www.nyc.gov (search: green carts)

PROJECT 5

MAYO CLINIC
AND RURAL
COMMUNITY
HEALTH CARE

INITIATIVE

Rural Americans are on average more impoverished and in worse health than their urban counterparts. They are less likely to have health insurance to help cover the costs of health care and are also more likely to be underinsured. It is also more difficult for rural residents to obtain specialty services, most notably mental health services, than it is for those in urban areas.

The impact of these access barriers is stark. Rural residents are less likely to have a usual source of care for children under the age of six; less likely to have had a health care visit in the past year; more likely to have had an emergency department visit in the past year; less likely to have had a dental visit in the past year; and more likely to report that they did not get medical care, delayed medical care, or did not get prescription drugs due to cost.

The Mayo Clinic initiative at Aspen would envision what a massive, local rural community healthcare intervention might look like. It would explore what kinds of design-led programs and structures would lead to early success and be feasible and fundable. The goal is to organize a coordinated program that works across Mayo Clinic's Center for Innovation platforms to accelerate impact in local communities, with their collaboration, in researching, prototyping, and building healthcare delivery concepts and systems of care.

BACKGROUND

It is estimated that there are 50 million rural Americans who make up 17 percent of the U.S. population and live on 80 percent of the land. Overall in the past decade, the rural population has grown, rural employment and educational attainment have risen, and the rural poverty rate has declined. These aggregated data, however, mask important regional and demographic differences. In fact, rural America is far less homogeneous

than most Americans realize, with wide variations in population density; distance from urban districts; and economic, environmental, social, and political traits. Even so, a number of crosscutting topics are under discussion in rural communities of all types. These include economic and demographic changes, shifting civic institutions and leadership, environmental concerns, and investment in infrastructure.

Economic changes are important to consider. Farming and manufacturing industries are on the wane in rural regions. Between 1997 and 2003, more than 1.5 million rural workers lost their jobs because of transformations in industries that had long been the foundation of the rural economy. Agriculture and factory jobs are being replaced by an emerging service industry. These new jobs often call for retraining in areas without well-developed training and education infrastructure.

Chronically poor areas — like Kentucky's Harland and Letcher counties in the center of Appalachia — have a long tradition of adversity and suffering. Over extended periods, both the people and the places have been stripped of resources without equitable compensation, resulting in damaged regions where services are in short supply and infrastructure is weak or crumbling. Underinvestment, failed leadership, and struggling schools have disadvantaged wide swaths of the population, with no end in sight. Unattractive to new residents and noticed only when tragedy — whether it is a hurricane or a mining accident — occurs, these communities are, for the most part, discounted and overlooked.

There are a number of pressing rural health policy priorities, including establishing and maintaining access to professional health services in rural communities, assuring continuation of essential local services, maintaining adequate payment for rural providers, continuing support for public

rural health programs, and continuing to ensure equity in benefits between rural and urban places and people.

In many ways, the Mayo Clinic and its Center for Innovation (CFI), as well as its See Plan Act Refine Communicate (SPARC) design and research studio, have a deep capability to address such issues, including research focused on people and patients, and experience mobilizing groups with different agendas to collaborate on the co-creation of services. All are critical to launching a new rural healthcare initiative.

Mayo Clinic is the first and largest integrated, not-for-profit group practice in the world.

At the Clinic, doctors from every medical specialty work together to care for patients. They are joined by common systems and a philosophy of “the needs of the patient come first.” More than 3,300 physicians, scientists and researchers and 46,000 allied health staff work at Mayo Clinic, which has sites in Rochester, Minn., Jacksonville, Fla., and Scottsdale/Phoenix, Ariz. Collectively, the three locations treat more than half a million people each year. This integrated practice model in which teams of specialists work together to provide care was one of many innovations developed at Mayo that have been utilized by health care organizations across the globe to improve health care delivery.

Mayo Clinic launched the Center for Innovation (CFI) in June 2008. The center’s goal is to bring together a multidisciplinary team to transform the way health care is experienced and delivered and to foster a culture of competency of innovation.

The CFI’s work is focused on 5 platforms.

1. Mayo Clinic Connection — focused on delivering specialty care outside the boundaries of Mayo Clinic
2. Destination Mayo Clinic — improving the care experience for patients at Mayo Clinic
3. Prediction and Prevention
4. Wellness
5. Culture and Competency of Innovation — enabling innovation across Mayo Clinic

The CFI’s work falls into two primary categories. The first is its critical role in generating knowledge. The pathway from human complexity to innovation runs directly through research, but not the type of research typically done in medicine. To revolutionize the delivery of healthcare requires a deep understanding of humans and their intimate connection to their health and their healthcare.

In short, healthcare innovation needs people knowledge, which is generated by the CFI’s SPARC Design Studio; a team of designers and researchers who use human-centered, participatory methods to study the people and conversations that form the foundation of all medical practice. SPARC designers and researchers are responsible for bringing an understanding about people; their needs, their values, their preferences and their motivations to bear on every platform and project and then turning that understanding into systems of services and products and roles and environments that speak to those needs and opportunities. For more than 5 years SPARC has been researching and developing concepts around topics such as patient-provider decision making, patient-centered experiences in the hospital, outpatient spaces and care teams, patient

understanding, and clinical integration and coordination.

The CFI's second role is as a collaborator and translator of knowledge. New insights and concepts must be made actionable to a population who has not done the research first hand. To that end, a significant focus of the CFI's innovative work is on how to bring together people from across the institution in a co-creation effort around new health-care services.

Over the last year, through its Mayo Clinic Connection platform, the CFI has focused on establishing an external consultation service for providers outside of Mayo Clinic Rochester as a way of providing access to our specialty care resources. While this effort has met with success, CFI recognizes that any single concept can only have minimal impact and there is a strong desire to extend our capability for designing and experimenting with systems of care in real world environments to a location that embodies the very real and complex needs of a rural community.

CASE STUDY

Mayo Clinic Center for Innovation/eConsult with Blue Cross Blue Shield

CFI and Blue Cross Blue Shield of Minnesota (BCBS), the largest provider and payer organizations in the state of Minnesota, met in late 2006 to identify opportunities to collaborate in transforming care delivery. One focus area was selected, that of non-visit specialty care or "eConsults," defined as non-visit, rapid turnaround consultation between remote primary care providers and subspecialty physicians offering a cost effective alternative for patients that is locally delivered and advances the Institute of Medicine principles (patient-centered, safe, timely, efficient, effective, equitable).

CFI and Blue Cross Blue Shield developed a prototype eConsult care delivery model, connecting primary care providers from BCBS' Superior Health Clinics in three remote areas in northern Minnesota with sub-specialists at Mayo Clinic in Rochester, located 300 miles away.

The objectives included the following:

- 1.** Enhance a patient's relationship with their primary care provider
- 2.** Offer patients 'Mayo care' locally by removing geographic boundaries
- 3.** Provide patient with fast, convenient and cost effective care
- 4.** Showcase Mayo Clinic's specialty care core competency beyond the Mayo Clinic system
- 5.** Provide primary care practices an opportunity to differentiate themselves from other regional practices

In testing a new care delivery model, both CFI and BCBS agreed that it was important to consider innovative reimbursement models which reflect new ways of doing business in health care. Both organizations are deeply committed to making health care more affordable and enhancing access for Minnesota residents. The parties conceded that a practice-based 'subscription fee' would be appropriate.

Outcomes from this partnership are promising. To date (from rollout in mid 2007 to Sept 2009), 110 eConsults have been completed. There are eight primary care providers (five MDs and three NPs/PAs) from the Superior Health Clinic who have participated along with 40 Mayo Clinic sub-specialists (volume was greatest in cardiology, endocrinology and neurology). Patient

and physician satisfaction scores have been very high and Mayo Clinic has completed the eConsults in less than 48 hours (the targeted turnaround time) over 90 percent of the time.

This model could serve to extend Mayo Clinic's subspecialty expertise to patients in remote and rural locations that do not have the opportunity or resources to visit the physical site for traditional consultations. Mayo Clinic specialists have noted that upwards to 30 percent of traditional face-to-face consultations could appropriately be done in this 'e-mode.'

RESOURCES

<http://centerforinnovation.mayo.edu>

<http://centerforinnovation.mayo.edu/transform>

Atul Gawande, "The Cost Conundrum,"
The New Yorker

www.newyorker.com/reporting/2009/06/01/090601fa_fact_gawande

Jerome Groopman, "How Doctors Think about Remote Care," *The New Yorker*

www.newyorker.com/reporting/2007/01/29/070129fa_fact_groopman

AND A PROPOSAL

**NEWDESIGN
FOUNDATION**

NEWDESIGN FOUNDATION

NewDesign is a concept proposal that will allow foundations, NGOs and other organizations to access and engage with design firms efficiently and effectively to foster collaboration on large social impact design projects. New Design responds to issues voiced by many design firms and philanthropic organizations about how they can work together to advance social change.

In a TED-like world, design firms, philanthropies, and a growing number of NGOs “get” that they need an element of drama, as well as tangible and inspiring ideas and demonstration programs that work as unforgettable narratives in 20-minutes or less.

But the philanthropies and the NGOs can't afford the first-tier design firms at anything close to their normal market rates. And the design firms would quickly go broke if they use their “A” team personnel on these types of showcase projects.

For participating design firms, NewDesign changes the business model for doing work for the public good. It delivers genuine efficiencies and an attractive fee and financial structure. It does not interfere with a design firm's operations, professional work, or its ability to promote or be recognized for its accomplishments.

For philanthropic organizations, NewDesign provides access to top design firms and a way to match programs with design resources.

Such a system would completely alter the economics and impact of this form of work. Broadly, it incorporates many of the concepts we originally developed with the support of the Rockefeller Foundation and makes them routine, systemic and effective, while altering the economics of participation for all parties.

It would create organizationally lean, streamlined connections between foundations and design firms which want to work for social change. The result would open the way to efficient and low-cost innovation and high impact projects.

PARTICIPANTS



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Renna Al-Yassini is a design strategy consultant and adjunct instructor at Carnegie Mellon University in Pittsburgh PA. Prior to receiving her Masters in Design from CMU, she founded and ran a communication strategy consultancy for non-profits and social justice initiatives in the Bay Area. Al-Yassini's research and writing focuses on what the field of design can offer and learn in working across cultures during moments of change. She is in contract negotiations to bring her thesis project of a women's entrepreneurship and innovation center in Qatar to life.



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Marc Alt + Partners is a design, research and strategy agency dedicated to sustainability and social innovation. Alt was founding co-chair of the AIGA Center for Sustainable Design and serves on the advisory boards of The Designers Accord and Design Ignites Change. He is also partner in Opportunity Green Enterprises, a platform to advance social entrepreneurship and accelerate the transition to a clean energy economy through training, education, events and competitions. In 2010, Alt will launch a pilot project to demonstrate and promote sustainable urban vertical farming and food systems in New York City.



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Through Mariana Amatullo's leadership, Art Center is the first design institution to be affiliated as a non-governmental organization with several United Nations agencies and development organizations. The award-winning and tangible outcomes of the Designmatters portfolio unite educational objectives with advocacy and social innovation outcomes that are disseminated globally by Designmatters partners. Amatullo was born in Buenos Aires, Argentina; she holds an M.A. in Art History and Museum Studies from the University of Southern California and a Licence en Lettres Degree from the Sorbonne University, Paris.



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The Healthy Aging Program at the CDC serves as a focal point for programs on older adult health. Anderson is responsible for leading innovative projects to facilitate the translation of research to practice to improve the lives of older adults. She is also an Adjunct Associate Professor at the Rollins School of Public Health at Emory University. Anderson received her doctorate from the University of North Carolina, School of Public Health and a two-year NIA Postdoctoral Fellowship in aging at the Duke University Center for the Study of Aging and Human Development.



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Allison Arieff writes, lectures and consults on design and sustainability, most recently for the global design firm IDEO. She contributes to the "By Design" blog for the New York Times and is a content strategist and editor at large for *Sunset* magazine. Arieff was the editor-in-chief of *Dwell*, which was a National Magazine Award for General Excellence in 2005, and was the magazine's founding senior editor. Arieff received her BA in history from U.C.L.A.; a MA in art history from U.C. Davis; and completed her PhD coursework in American Studies at NYU. She lives in San Francisco.



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Ernest Beck is an award-winning journalist with extensive writing and editing experience at prestigious newspapers, magazines, and web sites. A veteran staff reporter for the *Wall Street Journal* for almost a decade, he covered politics and economics in Eastern Europe and a corporate beat in London focusing on marketing and advertising, before returning to New York to work as a freelancer. He is also a media consultant, helping companies with editorial content and media relations. Beck has written about design, innovation, business, and sustainability for outlets including *Businessweek.com*, *MSNmoney.com*, and *The New York Times*.



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In 2003, John Bielenberg created a program called Project M that is designed to inspire and educate young designers by proving that their work can have a positive and significant impact on the world. Project M has developed initiatives to help a conservation area in Costa Rica, Micro-financing in Ghana, the city of New Orleans after Hurricane Katrina, the community of East Baltimore and connecting households to fresh water in Hale County, Alabama.



MAGGIE BRESLIN

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Maggie Breslin was the first designer/researcher hired into the SPARC Group at Mayo Clinic in 2005. In her role, she has led research, design and development efforts around topics that include patient decision-making, integration and practice models, patient-centered hospital experiences and remote care. Breslin came to her career as a designer through a love for stories. Her early work in film, television, motion graphics and animation shaped her ideas about narrative, dialogue, audience and design. Breslin holds a Masters of Design from Carnegie Mellon University and a BS in Mass Communications, Film and Television, from Miami University, Oxford, Ohio.



GABY BRINK

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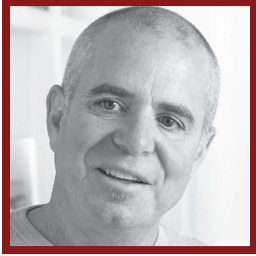
Gaby Brink is the Founder and Executive Creative Director of Tomorrow Partners, where she leads an interdisciplinary team that designs communications to connect and accelerate progress toward a brighter future. Brink has worked closely with many leading global marketers and non-profits and has a particular passion for using her agency's talents to help organizations, which have sustainability as a core principle, thrive and move in new directions. Brink is also Co-Chair of AIGA's Center for Sustainable Design, where she helps chart the organization's long-term vision and promote the integration of sustainability strategies to design and business communities.



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Tim Brown speaks regularly on the value of design thinking and innovation to business and design audiences around the world. He participates in the World Economic Forum at Davos, and his talk "Serious Play" can be seen on TED.com. Brown advises senior executives of Fortune 500 companies and serves on the Board of Trustees for the California College of the Arts, the Mayo Innovation Advisory Council, and the Advisory Council of Acumen Fund, a not-for-profit global venture fund focused on improving the lives of the poor. His recently published book, "*Change By Design*" (HarperBusiness), explains how design thinking can transform organizations.



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Dan Buchner is an award winning designer, entrepreneur, and innovation consultant. For nearly 30 years he has been developing innovative new products, creating compelling new services and helping organizations establish design and innovation capabilities to drive their success. In leading a project to address water and sanitation issues facing rural South African communities, Buchner became convinced that the power of design thinking could have a profound impact on society. His recent work has involved using design thinking as an economic, leadership and social development tool in emerging markets.



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Grant Cambridge is a senior researcher on the Digital Doorway project, which focuses on deploying ICT systems into rural environments, at the Meraka Institute, an independent research center managed by the CSIR, the Council for Scientific and Industrial Research in Pretoria, South Africa. He has deep experience in design for manufacture, human computer interactions, and building ICT solutions that are robust enough to survive in rural conditions in Africa. Cambridge previously worked for communications and electronics systems companies.



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Charlie Cannon co-founded the Innovation Studio at RISD to confront pressing issues of our day through interdisciplinary collaboration, social entrepreneurship and design research. The studio's projects have been supported by the National Endowment for the Arts, the Rhode Island Renewable Energy Fund, the RISD Research Foundation and the City of Denver. He Cannon is also co-founder of *LOCAL Architecture Research Design*, a design firm in Providence, Rhode Island that focuses on projects that develop and sustain local communities.



VALERIE CASEY

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Valerie Casey is a globally recognized designer and innovator. She works with start-ups, governments, and organizations all over the world on challenges ranging from creating new products and services, to transforming organizational processes and behaviors. Casey founded the Designers Accord, a global coalition of designers, educators, and business leaders focused on creating positive social and environmental impact. Her work has been highlighted in multiple publications, and she has been named a "Guru you should know" by *Fortune* magazine, a "Hero of the Environment" by *Time* magazine, and a "Master of Design" by *Fast Company*.



TED CHEN

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In this position Ted Chen harvests knowledge and learning from the Kellogg Foundation's grants and social investments, and then designs innovative ways to make this knowledge and learning valuable to others, both within and outside the Kellogg Foundation. In his previous role, Chen served as a Program Director in Youth and Education where he designed and managed programs that improved learning outcomes for vulnerable children and youth. Before joining the Foundation in 2003, Chen was the executive director of the Big Idea Foundation, the charitable arm of the entertainment company that produces programs for children and families.



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Allan Chochinov is a partner of Core77, a New York-based design network serving a global community of designers and design enthusiasts. He is the editor-in-chief of Core77.com, the widely read design website, Coroflot.com design job and portfolio site, and DesignDirectory.com, a design firm database. He teaches in the graduate departments of Pratt Institute and the School of Visual Arts in New York City, and writes and lectures widely on the impact of design on contemporary culture.



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Michael Conard has directed applied and academic urban design research for over twenty five years in five continents in both the private and public sectors. His work has bridged urban and architectural design and environmental sustainability with public health, local economic develop and equal access. Conard is a registered architect and is a Fellow of the Institute for Urban Design. His most recent publication *The Carbon Studio: Bangkok* (2008), addresses urban sustainable redevelopment in the historic core of Bangkok.



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Nathalie Destandau is a partner and the lead strategist at Tomorrow, where she directs programs that help clients generate and realize programs for a brighter future. Her work includes integrating sustainability into existing business practices and developing business plans for start-ups with sustainable principles. Destandau also crafts communication and messaging strategies for many of Tomorrow's green and social impact clients. She is Strategy Committee Chair for AIGA's Center for Sustainable Design, helping to develop and disseminate the organization's sustainability vision.



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Dorr founded HERO as a rural grass roots non-profit in Greensboro, Alabama that supports 1,500 underserved families with housing and community resources in Hale, Sumter, Perry, Wilcox and Marengo Counties in Alabama. HERO provides information on homeownership, home repair and rental information; community resources include food pantry, thrift store, and utility assistance. HERO has completed construction of 67 energy efficient, innovative, cost effective homes. Dorr grew up in Half Moon Bay, California and left San Francisco after a successful career in the apparel industry to find a way to contribute more. She is also the founder of Habitat for Humanity, Black Belt.



WILLIAM DRENTTEL

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William Drenttel is a partner at Winterhouse, a design practice in Falls Village, Connecticut, focused on social innovation, online media, and educational institutions. He is also design director for *Teach For All*, an international education network. Through the Winterhouse Institute, he is leading a series of initiatives funded by the Rockefeller Foundation to develop models for design and social innovation, including this Aspen Design Summit. Drenttel is president emeritus of AIGA and a senior faculty fellow at the Yale School of Management. He is the editorial editor of Design Observer, a leading website focused on design, social innovation, urbanism and cultural commentary.



VANESSA ECKSTEIN

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Through Bløk, her design studio headquartered in Mexico City, Vanessa Eckstein brings a passion for dialog and engagement to an increasingly diverse array of projects. Bløk is a space for ideas that is international in character and scope and dedicated to advancing both business and society. Having launched INTENTO 1, a critically acclaimed line of dishware created in collaboration with Canadian industrial designer Davide Tonizzo, Eckstein has recently turned her focus to two new initiatives: a children's publishing house and a public awareness effort dedicated to global social, political and environmental issues.



JAAN ELIAS

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Jaan Elias oversees the development of a research team that produces cases for the Yale curriculum, including "raw" cases that draw together Internet links, interactive exhibits, text and video on a multimedia Web platform. Prior to joining the staff at Yale, Elias was an independent consultant providing reports, case studies and written analysis for large national foundations, professional associations and corporations. He received a Ph.D. in Organizational Behavior from Harvard University, with a dissertation on the career paths of PhD scientists.



CHAPPELL ELLISON

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Chappell Ellison is currently an MFA student in the Design Criticism program at the School of Visual Arts. She received her BFA in 2007 at the University of Texas, where she majored in design. While completing her undergraduate studies, Ellison was a participant in the Land Arts of the American West program. After graduating, she worked at web and graphic design companies before moving to Manhattan. Most recently, she was a recipient of the 2009 AIGA Winterhouse Student Award for Design Writing and Criticism.



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Christopher Fabian is the co-lead of UNICEF's Innovation Unit in New York, which focuses on how strategic innovation can benefit the organization and improve the lives of children. Areas of focus include use of new and existing technologies, new types of partnerships, and development of communities of experts who can advise and take action against some of the major challenges facing children. Prior to joining UNICEF in 2005, Fabian studied philosophy at the American University in Cairo, and philosophy of literature at Trinity College, Dublin. He also founded media, entertainment and online information companies in Tanzania and Egypt.



ROBERT FABRICANT

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Robert Fabricant works with a global team of strategists, interaction designers, industrial designers, technologists and design researchers. He is charged with helping to extend frog's capabilities into new markets and offerings in areas like healthcare and transportation. Fabricant also leads frog's Design for Impact initiatives such as Project Masiluleke, which focus on transformative opportunities to use mobile technologies to increase access to information and accelerate positive behavior change. He is on the adjunct faculty at NYU and the School for Visual Arts, and his work has been recognized by organizations including AIGA and IDSA.



HEATHER FLEMING

CEO Catapult Design

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Catapult Design is a non-profit product design firm serving developing world markets. Its clients are organizations working in impoverished communities with design and technology needs, including: rural electrification, water purification and transport, food security, and health. Before starting Catapult, Fleming worked as a product design consultant in Silicon Valley for a diverse range of clients. In 2005 she co-founded and led a volunteer group focused on design programs for developing countries through Engineers Without Borders. Heather also teaches *Design for Sustainability* at Stanford University.

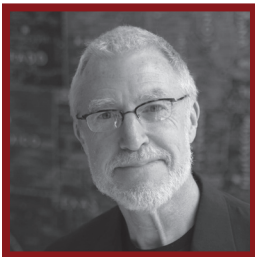


ANDREW FREEAR

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Andrew Freear, from Yorkshire, England, is the Wiatt Professor at Auburn University Rural Studio. After the untimely death of Samuel Mockbee, Andrew became the Director of the Rural Studio in 2002. Having moved to Alabama ten years ago, he lives in the small rural community of Newbern, West Alabama where his main role, aside from Directing the Rural Studio, is thesis project advisor to fifth-year undergraduate students and their building projects. The Rural Studio works within a 25 mile radius of Newbern, has been established in Hale County for 17 years and prides itself on being a good neighbor.

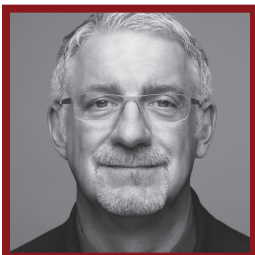


RICHARD GREFÉ

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Under Ric Grefe's leadership, AIGA, the professional association for design, has become the leading advocate for the value of designing, as a way of thinking and as a means of creating strategic value for business. Following an early career in urban design and public policy consulting, Grefe' managed the association responsible for strategic planning and legislative advocacy for public television and led a think tank on the future of public television and radio in Washington. He also wrote for *Time* magazine on business and the economy and then earned an MBA from Stanford Graduate School of Business.



CHRIS HACKER

Chief Design Officer, Global Strategic Design Office, Johnson & Johnson Group of Consumer Companies

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Chris Hacker's role at Johnson & Johnson is to make design a competitive advantage, through strong brand identity and sustainable design practices. In this position, Hacker leads all creative processes for brand identity, packaging design and brand imagery. His passion is bringing awareness to designers of their power in the business world to make sustainable design a key paradigm of design process and therefore make the products and materials produced lighter on the planet.



DANIELL HEBERT

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J. Daniell Hebert is the co-founder and CEO of MOTO Development Group, a product strategy, technology and development firm with offices in San Francisco and Hong Kong. Under his leadership, MOTO has developed and shipped high volume consumer electronics products for Virgin, Intel, Logitech, Sirius, Livescribe and many other startup companies. Prior to founding MOTO, Hebert was a researcher in MIT's Artificial Intelligence Laboratory and later joined Apple Computer as a researcher of advanced manufacturing systems.



KATHRYN E. JOHNSON

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Kathryn E. Johnson served for 25 years as the President/CEO of Health Forum based in San Francisco, California, before retiring from that position in 2002. Prior to the Health Forum, Johnson was the Director of Management Development at Massachusetts General Hospital in Boston, Massachusetts. In addition to the UN World Food Programme, Johnson serves on several boards, including the Health Technology Center, the Global Women's Leadership Program, and the International Leadership Association and Omni Med. She is the co-founder of the Center for Global Service Currently (CGS) and is an active consultant to healthcare and nonprofit organizations.



KENNETH KAPLAN

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Ken Kaplan became an architect after an earlier career as a psychiatric social worker. These two professions give him a unique perspective on how systems and people work and interact. His experience includes architectural design, teaching, writing, and research; social work; and healthcare system design. Kaplan received his Masters in Psychiatric Social Work from New York University. He later earned a Masters in Architecture and a Masters in Historic Preservation from Columbia University. Kaplan has held professorships at the Graduate School of Architecture, Planning and Preservation at Columbia University as well as the Graduate School of Design at Harvard University.



JEREMY KAYE

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In his role as creative director, Jeremy Kaye oversees the global brand strategy programs at Ziba. He has led teams to develop innovative solutions for clients in consumer products, healthcare, finance, education, hospitality, and retail. Kaye is especially interested in the intersection of business, design and the social sciences. He has traveled extensively to help establish offices in seven countries and has been instrumental in the execution of corporate strategic initiatives to leverage unrealized market potential.



LARRY KEELEY

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Larry Keeley is a strategist who has worked for thirty years to develop more effective innovation methods. Doblin, an innovation strategy firm he co-founded, is known for pioneering comprehensive innovation systems that materially improve innovation success rates. Doblin is now a member of Monitor Group, Cambridge MA, where Keeley is a Group Leader. Since 1979, Keeley has worked with many global companies on innovation effectiveness. He lectures frequently and publishes regularly on strategic aspects of innovation.



HENRY KING

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Henry King is a global relationship manager at Doblin, with responsibility for heading up some of the firm's most valued accounts and for leading the development of new methods, tools and techniques. Prior to joining Doblin he held the CIO role at Skidmore, Owings & Merrill, the architecture firm, and earlier at various technology startups, ecommerce dotcoms, and professional services organizations. King previously spent 12 years with Accenture and Deloitte Consulting where he led large scale IT strategy and systems development projects. Henry holds MA and BA degrees in Classical Greek and Latin Studies from Oxford University, England.



POLLY LABARRE

Writer

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Polly LaBarre is the co-author of the bestselling book *Mavericks at Work: Why the Most Original Minds in Business Win* and was a member of the original team at *Fast Company* magazine, where she was a senior editor. More recently, LaBarre has been a business and innovation correspondent for CNN. She also curates and moderates conversations around the ideas and important questions that will shape the future of business and success. LaBarre is at work on her second book and a storytelling platform around sustainable success and social innovation.



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Dr. Nicholas F. LaRusso, Charles H. Weinman Endowed Professor of Medicine, is Medical Director of the Center for Innovation at Mayo Clinic and a Distinguished Investigator of the Mayo Foundation. Prior to becoming Center Director in 2008, he held positions as Vice Chair for Research of the Department of Medicine, Chair of the Division of Gastroenterology and Hepatology, and Chair of the Department of Medicine, all at Mayo Clinic. He received his undergraduate degree (magna cum laude) from Boston College, his M.D. degree from New York Medical College, and his training in internal medicine and gastroenterology at Mayo, the latter as an NIH fellow in the laboratory of Alan Hofmann.



JULIE LASKY

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In 2009 Julie Lasky helped launch Change Observer, a web site which focuses on design for social innovation and is a channel of Design Observer. Prior to that position, she was editor-in-chief of *I.D.*, the award-winning magazine of international design, and of *Interiors* magazine, which she led to several national honors. She was also managing editor of *Print* magazine. Lasky is a widely published writer and critic, and the author of two books on design, including "Some People Can't Surf: The Graphic Design of Art Chantry." She recently joined the MFA design criticism faculty at New York's School of Visual Arts.



CAROL J. MCCALL

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Carol J. McCall leads Tenzing Health's efforts to create innovations in products, services, technologies and business models, including expanded notions of health, healthcare services, community, sustainability and human-centered design. Tenzing Health, a subsidiary of Vanguard Health Systems, is creating community-based health cooperatives — bottom-up communities of buyers and sellers, healthcare organizations, and community resources — to enhance people's health, improve the experience of care, and reduce the costs and burdens of today's healthcare system. Cooperatives link people, organizations and resources, stimulating and facilitating their integration.



STEVE MCCALLION

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Steve McCallion is a skilled innovation architect and brand strategist who balances design sensibility and strategic thinking. At Ziba, his primary charge is to foster the firm's consumer experience practice. McCallion founded the company's award-winning Design Research and Planning practice group which has developed many proprietary research and design planning methodologies. Prior to Ziba, he worked for Richard Meier and Partners Architects and started his own furniture company. He holds a Master's of Science in Architecture and Building Design from Columbia University, and a Bachelor's in Architecture from California Polytechnic State University.



JEN VAN DER MEER

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Jen van der Meer's work is focused on developing sustainable relationships between people, products and brands. Formerly a Wall Street analyst, van der Meer has held executive management roles at Organic and Frog Design. She has served as a consultant to companies including Toyota, Target, Nestle, MTV, Interface Inc., Disney, and GE. Presently working on brand collaboration communities with Drillteam, van der Meer is also an Adjunct Professor teaching sustainable interaction design at New York University's ITP school, and serves on the boards of o2NYC and Designers Accord. She received her BA from Trinity College and her MBA from HEC in Paris.



NISA MIRANDA

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Nisa Miranda has been the director of UCED since 1995. Her responsibilities include providing technical assistance and applied research to economically distressed areas in the State of Alabama to enhance local economic development efforts that diversify the State's economy, and ensures sustainable economic growth in Alabama's rural communities. Prior to this appointment, she served for ten years as the Director of the William R. Bennett Alabama International Trade Center, a premier research and trade development program. A native of Brazil, Miranda holds an M.B.A. from The University of Alabama.



CHERYL MORGAN

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Cheryl Morgan has over 25 years of teaching experience in architectural programs at Georgia Tech, Oklahoma State and CCAC. As director of the Urban Studio in Birmingham, her Small Town Design Initiative has worked with over 55 small towns in Alabama. Morgan also practiced architecture and urban design in San Francisco for over eight years, working with Environmental Planning & Research, Gensler, the Gruzen Partnership and ELS/Elbasani and Logan. She is a graduate of Auburn University and received a Masters in Architecture from University of Illinois.



ANNA MUOIO

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Leading Design Continuum's Social Innovation initiative since 2007, Muoio focuses on how design thinking can provide transformational and sustainable value to communities of need. Her work at Continuum spans the globe, from projects in India's microfinance sector to remapping and redesigning the social service system for a city in Rhode Island. Prior to Continuum, Muoio built a consultancy creating Learning Journeys for major companies in which executives were immersed in other business cultures.



MARGEIGH NOVOTNY

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Margeigh Novotny is Vice President and leader of the MOTO Strategy & Experience Group, a cross-disciplinary team of design and technology professionals that develop next generation product/service platforms for entrepreneurs and Fortune 100 companies. Margeigh began her professional life as an architect with a focus on digital information and physical interaction with the environment. Prior to joining MOTO, Margeigh founded the interaction design practice at Smart Design, where she lead the development of a wide range of user-focused products from housewares, mobile devices and media servers to interfaces for automobiles, airplanes and buildings. She is currently working on initiatives around mass behavior modification and patient advocacy.



JAY PARKINSON

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Dr. Parkinson is a preventive-medicine specialist turned health care designer. He creates smart products, processes and services that meet the needs of patients, doctors, and the public health. In 2007 Parkinson started a practice in Williamsburg, Brooklyn, which evolved into Hello Health, a Facebook-like platform that uses technology — including instant messaging and video chat — to restore the traditional doctor-patient relationship updated for today's lifestyle.



HANNE BAK PEDERSEN

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Hanne Bak Pedersen is a health and pharmaceutical sector development specialist with broad international experience. At UNICEF, she is responsible for coordination of policy and strategy for procurement and supply management of strategic, essential products (vaccines, medicines, nutri-food); integration of supply into UNICEF supported programs; and oversees the work of four departments with a procurement portfolio covering vaccines, medicines, medical equipment and supplies, water and sanitation, and education related supplies.



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John Peterson, AIA, created Public Architecture in 2002 and joined its staff fulltime in October 2008. He serves as the chief spokesperson and strategist for Public Architecture as well as design director and a member of the board of directors. His small private architectural practice, Peterson Architects, has dedicated an extraordinary amount of pro bono work for over 15 years, serving arts institutions, city agencies, community development corporations, nonprofit organizations, and social service agencies. Peterson earned his Bachelor of Fine Arts and Bachelor of Architecture from the Rhode Island School of Design.



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Originally from Thailand, Pornprapha Phatanateacha has been teaching at Virginia Commonwealth University School of the Arts in Qatar since 2002. She received her Bachelor of Fine Arts from the University of Utah and Master of Fine Arts from Virginia Commonwealth University Richmond, Virginia. In addition to her academic career she has worked on numerous international design projects in the U.S.A, London, Japan and Thailand. Her professional design work spans a variety of disciplines including environmental design, exhibition design, branding, publication design and design strategy development.



DOUG POWELL

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Doug Powell is a designer, entrepreneur, and business strategist. Together with his wife Lisa Powell, Doug founded the Minneapolis-based Schwartz Powell Design. In 2004, following their daughter Maya's diagnosis with Type 1 diabetes, the couple launched Type1Tools to bring well-designed, kid-friendly tools to the daily experience of managing this complex disease. The success of Type1Tools led to the expansion of the business into HealthSimple® with a vision to help the millions of people living with chronic health problems. HealthSimple was acquired by McNeil Nutritionals, a division of Johnson & Johnson, in 2007.



RICK ROBINSON

Research Fellow, Continuum
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Rick Robinson is an interdisciplinary social scientist with a Ph.D. in Human Development from the University of Chicago. He was a co-founder of E.Lab, a research and design consultancy, and then Chief Experience Officer at Sapient. Both firms pioneered development and application of ethnographic and observational research approaches for clients such as BMW, Ford Motor, General Mills, General Motors, McDonald's, Sony, and Warner-Lambert. Robinson is the co-author of *"The Art of Seeing,"* as well as numerous articles on design and research. He is currently an independent consultant.



ELIZABETH SCHARPF

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Elizabeth Scharpf is an entrepreneur who creates start up ventures and advises businesses on growth strategies in the health care industry. She is the Founder and Chief Instigating Officer of Sustainable Health Enterprises (SHE), a social venture that uses market-based approaches to address the world's most pressing social problems. SHE's first spin-out business is sanitary pad franchising to address the significant costs of girls and women lacking access to affordable sanitary pads. Harvard Business School named Scharpf their first Social Enterprise Fellow.



EDGARD M. SEIKALY

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Originally from Lebanon, Edgard Seikaly has had a diverse international experience in the field of manufacturing and social-standard setting. He joined UNICEF in 2004 as a production control specialist in the Private Fundraising and Partnerships division and has been a key player in setting social and environmental compliance standards for UNICEF vendors world wide. His passion for the mission of UNICEF and his experience brings a unique perspective to this year's education challenge. He is currently based in Copenhagen.



SAM SHELTON

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Sam Shelton is a Founding Partner of KINETIK, Inc., a design firm in Washington, D.C. He is a past AIGA National Board member as well as a past Board member and Past President of the Washington, DC Chapter of AIGA. Shelton is also an adjunct faculty member at the Corcoran Museum College of Art and Design, a former adjunct faculty member at The American University, and a member of the design curriculum advisory committee for Communication Design at the Alexandria campus of the Northern Virginia Community College. He earned a Bachelor of Fine Arts in Communication Arts and Design from Virginia Commonwealth University.



FABIO SERGIO

Creative Director, frog design milano

Fabio Sergio is Creative Director at frog design in Milan, Italy, where he has led tactical and strategic innovation programs for clients such as Vodafone, HP, BBC, Telecom Italia and J&J's Lifescan. He is happiest working with clients at the intersection of design, technology and (social) connectivity, wrapping business scenarios around people's desires and dreams. Sergio is a visiting professor at the Politecnico di Milano, Domus Academy and Copenhagen Institute of Interaction Design, and was an Associate Professor of Interaction Design at Interaction Design Institute Ivrea.



DOUGLAS SHENSON

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(Sickness Prevention Achieved through Regional Collaboration)
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SPARC is CDC-supported organization focused on broadening access to preventive medical services such as vaccinations, cancer screening, and the prevention of heart disease and stroke. Dr. Shenson is also a director of Vote and Vax, a national SPARC initiative funded by the Robert Wood Johnson Foundation and designed to expand access to influenza vaccinations at polling places on Election Day. Dr. Shenson is an Associate Clinical Professor of Epidemiology & Public Health at Yale University School of Medicine, and an Associate Director of the Yale-Griffin Prevention Research Center.



AMY B. SLONIM

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Amy Slonim is CDC-AARP Liaison functioning as a conduit for CDC and AARP to work collaboratively on an array of health and prevention issues and activities. From 1999 to 2007, she was Director of Programs and Senior Public Health Advisor at the Michigan Public Health Institute, acting as a special assistant to the Michigan Chief Administrator for Public Health and providing administrative oversight to all MPHI Programs. Slonim received her Ph.D. in Nutrition from Michigan State University. Throughout her career, she has had extensive experience in program management, national and international policy development, applied research, program development and evaluation.



BARBARA SPURRIER

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Barbara Spurrier joined Mayo Clinic in Rochester in 1997 and served as an Operations Administrator of the Divisions of Rheumatology, Hematology, and Cardiovascular Diseases and hospital operations in the Department of Medicine. She was named Vice Chair of the Department of Medicine at Mayo Clinic in 2003 and served in this capacity until 2008, when she was named to her current position. Spurrier received a B.A. in Economics from St. Olaf College and a Masters in Health Care Administration (MHA) from the University of Minnesota.



GONG SZETO

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Gong Szeto was formerly director of design at PEAK6 Investments, LP; chief creative officer of Rare Medium Inc.; and Principal at i/o 360 digital design. He has lectured worldwide, and is a recipient of numerous international design awards, including *I.D.* Magazine's Top 40 Designers in U.S. and Europe. His work is in the permanent collections of SFMoMA and Smithsonian's Cooper-Hewitt Design Museum. Szeto holds a B.A. in architecture and has studied business, finance, economics, and intellectual property law at NYU and Harvard. He lives in Santa Fe, NM.



MANUEL TOSCANO

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For the past 12 years, Manuel Toscano has helped his clients bridge business and design by combining a deep expertise in developing and implementing communication strategies with an unmatched ability to craft compelling visual story-telling. In 1998, he joined Zago and helped shape the design consultancy into a world-class Corporate Identity and Visual Communication practice. Under his leadership the studio broadened its scope of services, industry reach and its creative vision, reaching clients including Fortune 500 companies, international non-profits, start-ups and global brands.



INGA TREITLER

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Inga Treitler works internationally as an independent research consultant under the name Anthropology Imagination (www.anthropologyimagination.com). She consults on consumer products, environment, communications, and healthcare. Treitler brings anthropology into design and decision making in a way which is respectful of the long view of the environment. She works in areas including consumption, food, energy, and clothing — the basics of survival. Treitler has long been active in the National Association for the Practice of Anthropology, a section of the American Anthropological Association for which currently she chairs the Ethics Committee.



DIANA VELASCO

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In her role as Innovation Officer at UNICEF Supply Division, Diana Velasco focuses on social innovation by building an efficient process for identifying challenges from the field and creating sustainable solutions in collaboration with industry and academia — with high impact and that benefits children. She has an academic background in anthropology and communication and has worked as an independent consultant for different international companies including Lego, and as a Design Anthropologist at Microsoft.



HELEN WALTERS

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Helen Walters writes about the intersection of design and business. She oversees the Innovation channel of the magazine's Web site, chronicling new tools for creativity and collaboration and documenting new ideas that have the power to change the way things are done. Walters is also a contributing editor to the design magazine *Creative Review* and the author of several books, including a survey of experimental animation short films, a monograph of a Brooklyn design agency, and a series of titles featuring contemporary T-shirt graphics. Helen is from Sheffield in northern England, but now calls Brooklyn her home.



JOCELYN WYATT

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Jocelyn Wyatt brings a business perspective to a variety of social innovation projects with clients including social enterprises, foundations, NGOs, and multinationals. She also teaches social enterprise at the Haas School of Business at UC Berkeley. Prior to joining IDEO, Wyatt worked in Kenya as an Acumen Fund fellow, and served as VisionSpring's Interim Country Director in India. She received an MBA from Thunderbird School of Global Management and a BA in Anthropology from Grinnell College.

ASPEN PROJECT STUDIOS

CDC 12

Renna Al-Yassini
Lynda Anderson
Ernest Beck
Gaby Brink
Dan Buchner
Robert Fabricant
Nicholas LaRusso
Doug Powell
Fabio Sergio
Douglas Shenson
Amy B. Slonim
Inga Treitler

HALE 13

John Bielenberg
Charlie Cannon
Pam Dorr
Chappell Ellison
Andrew Freear
Chris Hacker
J. Daniel Hebert
Jeremy Kaye
Nisa Miranda
Cheryl Morgan
Sergio Palleroni
John Peterson
Sam Shelton

UNICEF 14

Mariana Amatullo
Grant Cambridge
Nathalie Destandau
Vanessa Eckstein Arrijoja
Christopher Fabian
Heather Fleming
Julie Lasky
Pornprapha Patanataecha
Hanne Bak Pedersen
Elizabeth Scharpf
Edgard Seikaly
Manuel Toscano
Diana Velasco
Jocelyn Wyatt

FOOD 12

Marc Alt
Allison Arieff
Valerie Casey
Ted Chen
Michael Conard
Kathryn E. Johnson
Ken Kaplan
Polly LaBarre
Steve McCallion
Anna Muoio
Rick Robinson
Jen van der Meer

MAYO 12

Maggie Breslin
Tim Brown
Allan Chochinov
Jaan Elias
Terry Irwin
Henry King
Carol McCall
Margeigh Novotny
Jay Parkinson
Barbara Spurrier
Gong Szeto
Helen Walters

FLOATING 3

William Drenttel
Richard Grefé
Larry Keeley