The Role of Architecture in Systemic Gender Inequality

National Organization for Women's Headquarters

Shayan Ghodousi

Thesis submitted to the faculty of the
Virginia Polytechnic Institute and State University
in partial fulfillment of the requirements for the degree of
Master of Architecture in Architecture

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Abstract

Nowadays, the world is facing an ocean of social problems and different types of oppressions and systemic inequality from east Asia all the way to North America can be found regarding this issue. With pointing social oppression out, a long list of groups of people is considered including immigrants, religious people, LGBTQ, black society, native Americans, Latinos and etc. as well as the difficulty of relationship between these people with other groups. Many of these problems are the outcomes of the government behavior and written laws in the country's constitution which caused an inequality in society and daily life.

Having said that, one of the most important questions is “what is the role of architecture here or what more can architecture do to solve any of those social problems?” In fact, the role of the governments is determinative and some of the social problems should be solved by the government, but architecture, in many different programs, could educate people to learn more about each other which in this case, in society scale, lots of social inequalities would be mitigated.

While looking at several studies about social oppression and learning more about different types of groups in society, I decided to narrow down the strata to find an appropriate audience for my thesis project. In my opinion, one of the most interesting group of people in every society all around the world is women. My main focus in this research is to discuss more about women’s future in society and argue political issues that women are facing nowadays. According to the rich history of the National Organization for Women (NOW) and the wide range of activities that this organization has done for women’s rights, I decided to choose NOW as my case study to re-imagine a new Headquarter at the middle of the Washington D.C in a very fast growing Navy Yard neighborhood at the intersection of the M Street SE which is main corridor of this neighborhood and New Jersey Avenue SE which is a direct way to the U.S. Capitol Building . To sum up, my goal in this project is to bring architecture to help the oldest women’s organization in the U.S. in a new decade of politics for women.

The Role of Architecture in Systemic Gender Inequality

National Organization for Women's Headquarters

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General Audience Abstract

All around the world people must deal with social problems and systemic inequality issues. Women as the most vulnerable and valuable group of people in the world we live are the main audience for this thesis project. This study focuses on discussing more about the women's future in society regarding political issues that they are facing nowadays, also it emphasizes the role of architecture in solving any of these social problems. This project is about designing a new headquarters for the National Organization for Women (NOW), currently located in Washington D.C, as the main case study to help the oldest women's organization in the U.S. in a new decade of politics for women. The outcome of developing this research is to send a greater symbolic message about the women's future, a symbol that represents efforts and movements. In a way of educating people about future politics or trying to get the people together, hosting some of the most important conferences in the country, and making a platform to identify different cultures, this project is going to be a new landmark of the neighborhood.

Dedication

To my mom who I was inspired from the very beginning of my thesis and I can not tell how much she has done for women and families as a psychiatrist. She is the most powerful woman I have ever known in my life.

To my lovely wife, Rana, who I am truly blessed to have beside me with her presence and patience.

To my dad, for always believing in me and interested in my thesis.

To professor Susan Piedmont-Palladino, my chair committee who perfectly guided me throughout this journey.

To professor David Lever & Paul Emmons, for their endless knowledge and thoughts all the time.

To Jodi La-Coe, my informal committee who was very helpful for my thesis.

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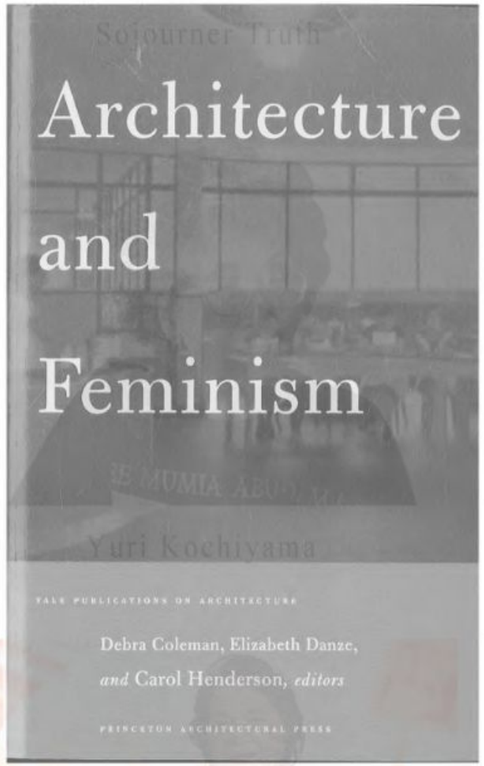
RESEARCH

Sojourner Truth

Susan B. Anthony

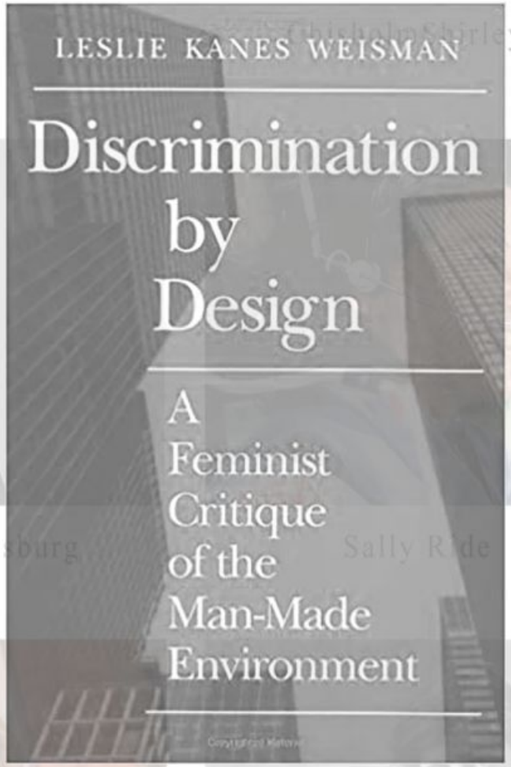
Alice Paul

Shirley Chisholm



Yuri Kochiyama

Martha P. Johnson



Ruth Bader Ginsburg

Sally Ride

Sylvia Rivera

Dolores Huerta

Audre Lorde

Gloria Steinem

Crystal Eastman

Malala Yousafzai

HISTORY OF SOCIAL OPPRESSION AROUND THE WORLD

I always was interested in the role of architecture in solving social problems and I believe as architects we are responsible to create our cities a better place for people and this is our mission to recognize social problems and try to solve a part of them by bringing architecture into people's life. Being interested in human history makes me learn more about different aspects and levels of oppression in society. So based on this explanation, I decided to expand my research to the world wide scale and go through the history of oppressions and social problems all around the world. Basically the world has seen many events throughout history and as we look at it more precisely, we can easily understand the structure of social oppression such as Racial, Gender, Cultural, Religious etc. In my idea, the mutual feature between all these aspects is that their character has not been identified.

Fig. 1: Collage image shows the world wide scale social oppression throughout the history

HISTORY OF SOCIAL OPPRESSION IN THE U.S

I focused more on the history of the U.S. and tried to find my specific audience, knowing that there is a long list of groups in the U.S.

Therefore, one of the challenges in this research was to find the audience, which based on studies, most of the social problems have something to do with women. The U.S. society has seen a lot of inequalities during the history of this country, and women, who make up almost half of the U.S. population, are always affected by different types of inequalities in different ways.

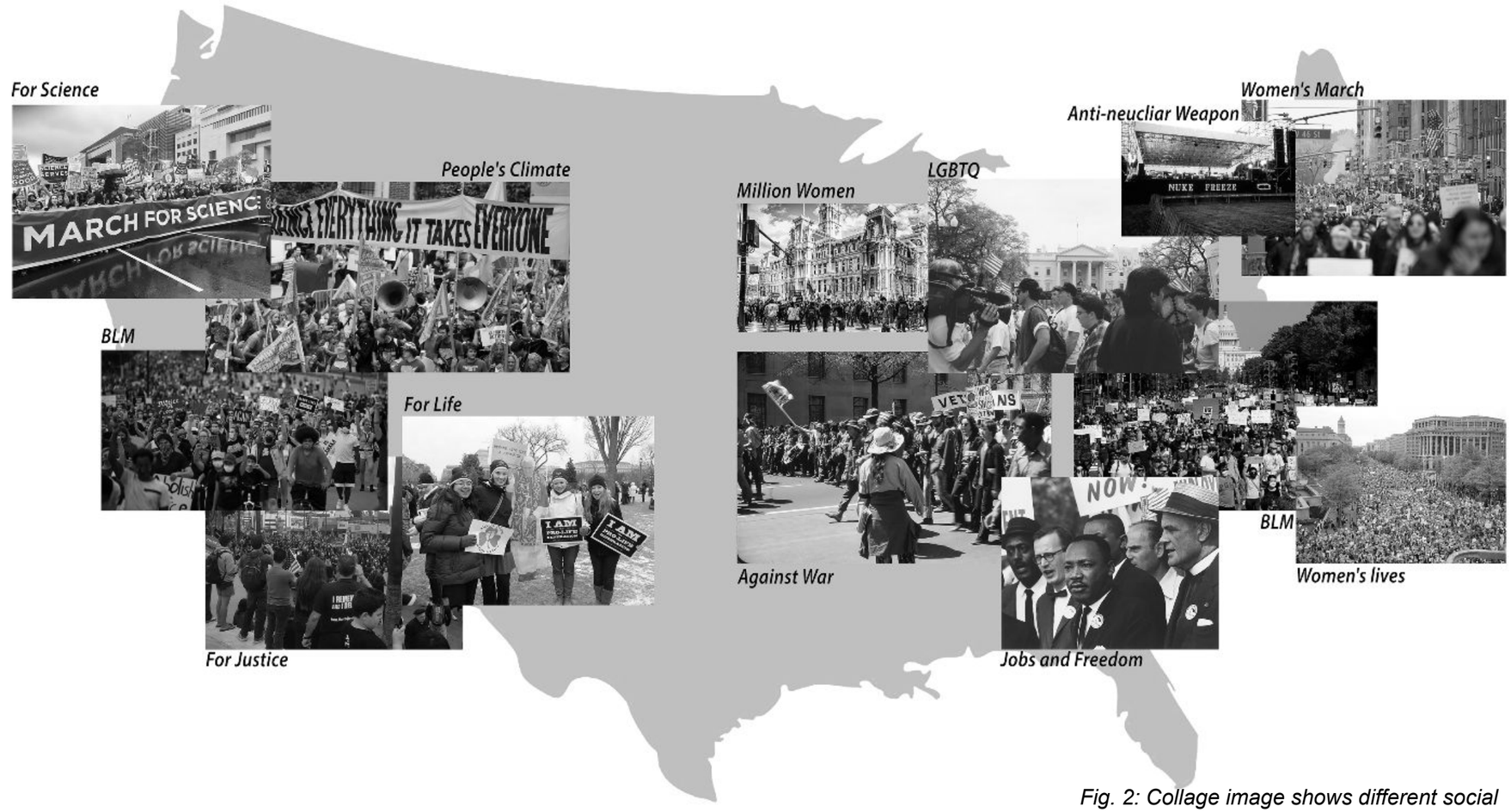


Fig. 2: Collage image shows different social events throughout the history of the U.S.

“Because we want to develop our culture,Because we want to overcome stereotypes,Because we refuse to have ``equal rights`` in a corrupt society,
Because we want to survive, grow, be ourselves, We took over a building to put into action with women those things essential to women-health care, child care, food conspiracy, clothing and book exchange, ``gimme women`s shelter,`` a lesbian rights center, inter-arts center, feminist school, drug rehabilitation.

We know the City does not provide for us.
Now we know the City will not allow us to provide for ourselves.
For this reason we were busted.
We were busted because we are women acting independently of men, independently of the system...
In other words, we are women being revolutionary.”

(Fifth Street Women, The Militant)

(from book Discrimination by Design, A Feminist Critique of the Man-Made Environment)

Women make up half the planet,
but millions of them have no voice...

Fig. 3: Women's strike for peace and equality.
New York city, August 26, 1970

WOMEN THROUGHOUT THE HISTORY

Throughout the history of women's movements, we witnessed women who famously fought for equality and we all know that The fight hasn't been easy and even today, women are still not equally represented in plenty of areas, and for centuries, women have been fighting for more representation and equality in society. There are a number of women throughout history of the U.S. and the world who fought for Gender, Racial Equality, Feminism, Racism, Female Education, etc.

Sojourner Truth

Susan B. Anthony

Alice Paul

ChisholmShirley

Simone de Beauvoir

Yuri Kochiyama

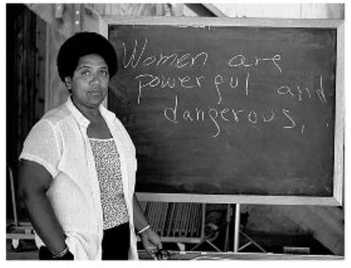
Marsha P. Johnson

Ruth Bader Ginsburg

Sally Ride

Sylvia Rivera

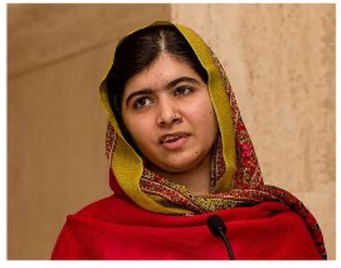
Dolores Huerta



Audre Lorde

Gloria Steinem

Crystal Eastman



Malala Yousafzai

Fig. 4: Women throughout the history who fought for women's right

TIMELINE ANALYSIS

The U.S. history timeline includes a lot of events, here are some of the important ones at the top such as the ERA, or Equal Rights Amendments which is a proposed amendment to the United States Constitution designed to guarantee equal legal rights for all American citizens regardless of sex. Or some political achievements for women in the presidential election for instance. And at the bottom one which represents women who gained votes in different countries along a history between 1890 to 2005.

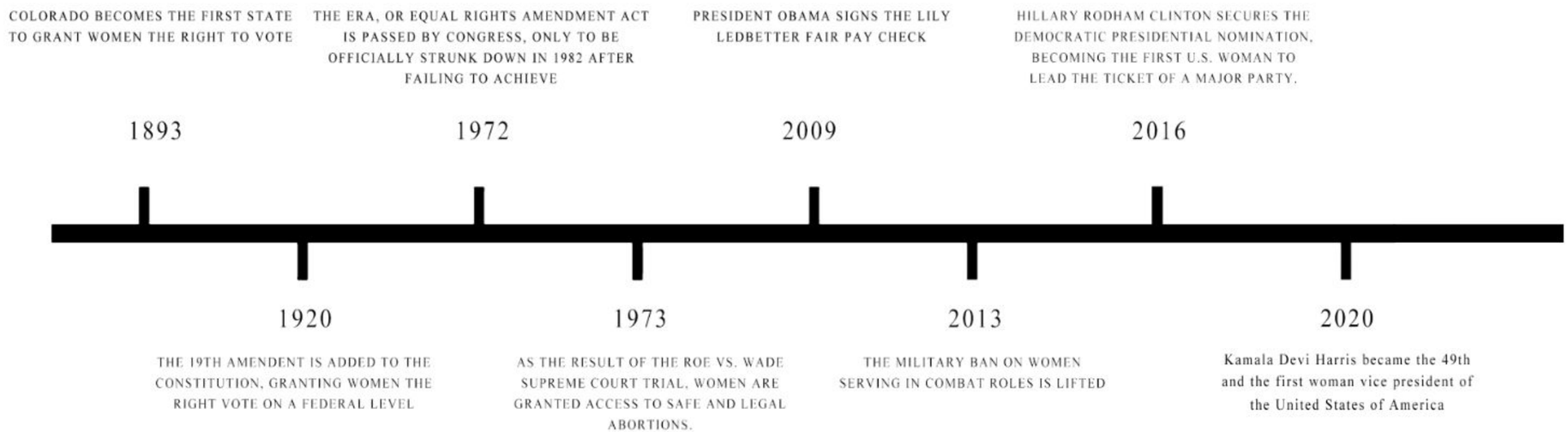


Fig. 5: Timeline shows some of women achievements in the U.S. government.

Fig. 6: Timeline shows different countries which women gained votes right between 1890 to 2005.

EXAMPLE OF SOCIAL INEQUALITY

Women’s issues do not end here and today women in different levels of society and occupancy are struggling with systemic inequalities. Here some of the most important inequalities that women are facing in society can be found as,

1. Lack equal access to opportunities
2. Education inequality
3. Lack of women in position of power
4. Patriarchal nature of the U.S. society
5. The U.S. ranks 75th out of 193 countries in terms of women's representation in government
6. The extremely potent combination of sexism, racism and economic inequality
7. Systemic power imbalance

Lack of equal access to opportunities

Education inequality

Lack of women in position of power

Patriarchal nature of the U.S. society

The U.S. ranks 75th out of 193 countries in terms of women's representation in government

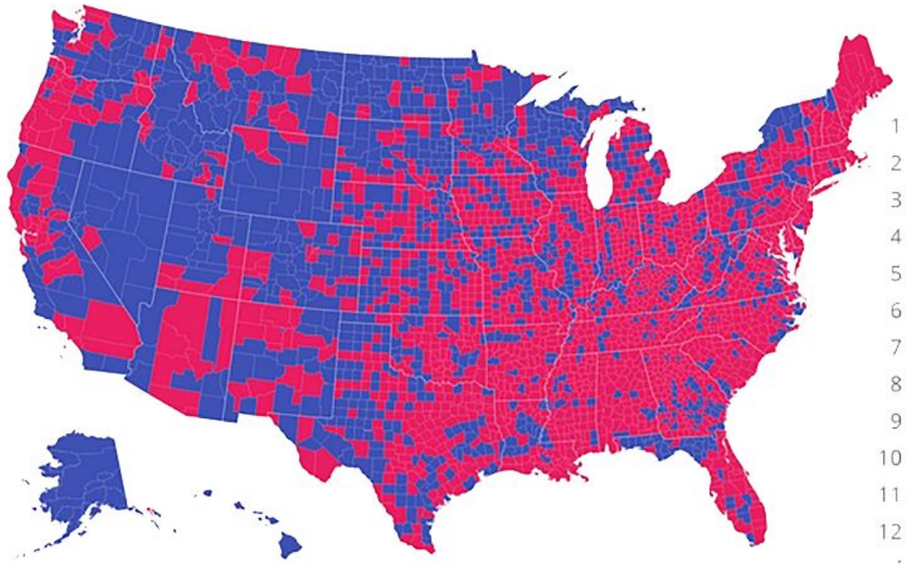
The extremly potent combination of sexism, racism and economic inequality

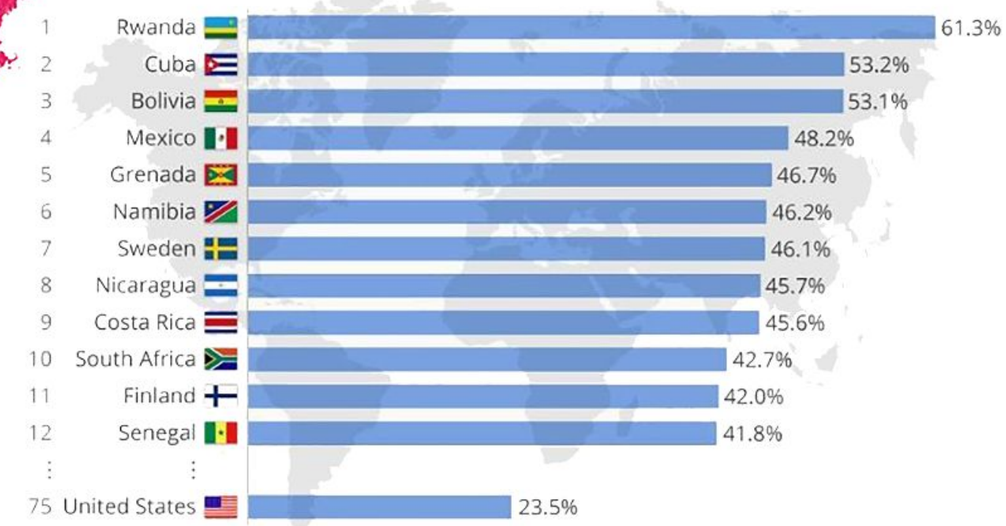
Systemic power imbalance

Fig. 7: Collage image shows examples of different social problems and inequality that women are facing in society.

WOMEN'S REPRESENTATION IN THE U.S. GOVERNMENT

Women have made up almost half of the U.S. population, however, in terms of political representation, the U.S. ranking is not close to what we imagine and the ratio of the women in government is 23% based on recent studies.





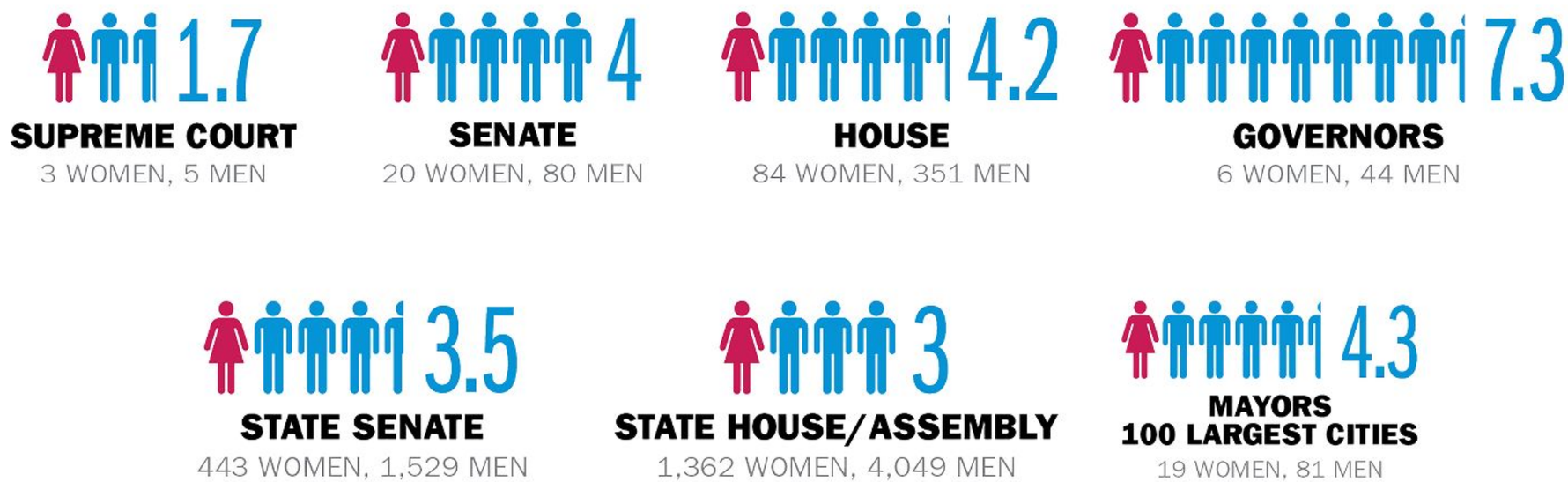
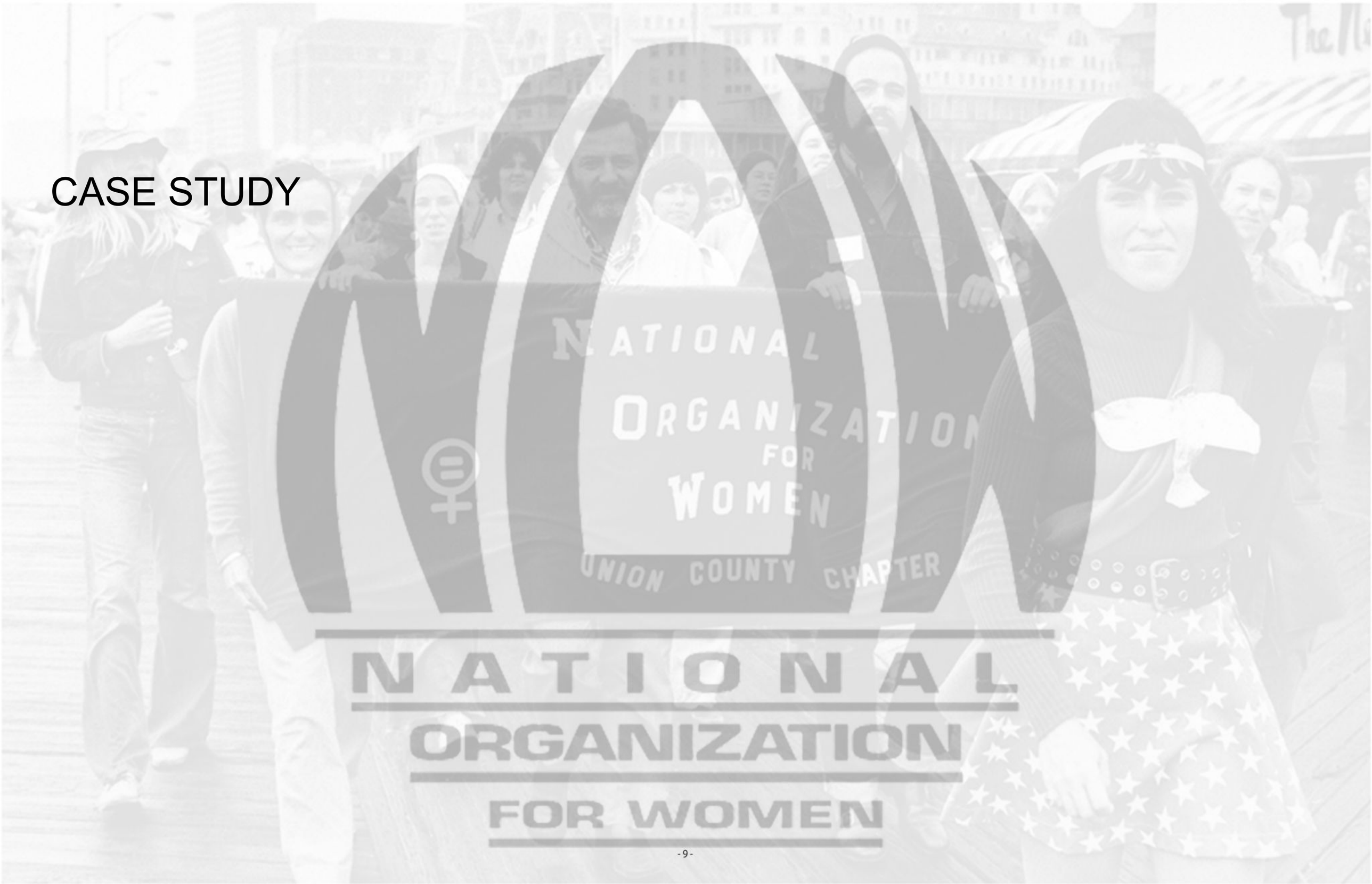


Fig. 8: (Top left) Map of the U.S. gender ratio

Fig. 9: (Top right) The U.S. ranking in terms of political representation

Fig. 10: (Bottom) The ratio of women in the U.S. government

CASE STUDY


NATIONAL
ORGANIZATION
FOR
WOMEN
UNION COUNTY CHAPTER
NATIONAL
ORGANIZATION
FOR WOMEN

NATIONAL ORGANIZATION FOR WOMEN

The National Organization for Women is one of the oldest American activist organizations in the United States. It is the largest feminist group in the U.S. which was founded in 1966, with around 500,000 members all around the country that promotes equal rights for women. This organization was established by a small group of feminists who were dedicated to actively challenging sex discrimination in all areas of American society. Among the issues that NOW addresses by means of lobbying, demonstrations, and litigation are child care, abortion rights, pregnancy leave, and pension rights. Passage of a national Equal Rights Amendment (ERA) to the Constitution was its initial major concern. NOW also campaigns for such issues as passage of state equal rights amendments and comparable-worth legislation (equal pay for work of comparable value) and has met with arguably greater success on the state level. the organization seeks to end all inequalities and discrimination, as well as supports the LGBTQ community's right while focusing on women's issues. Being nonpartisan, NOW created in 1977 a political action committee NOW PAC for short, that supports politicians who share the organization's goals.

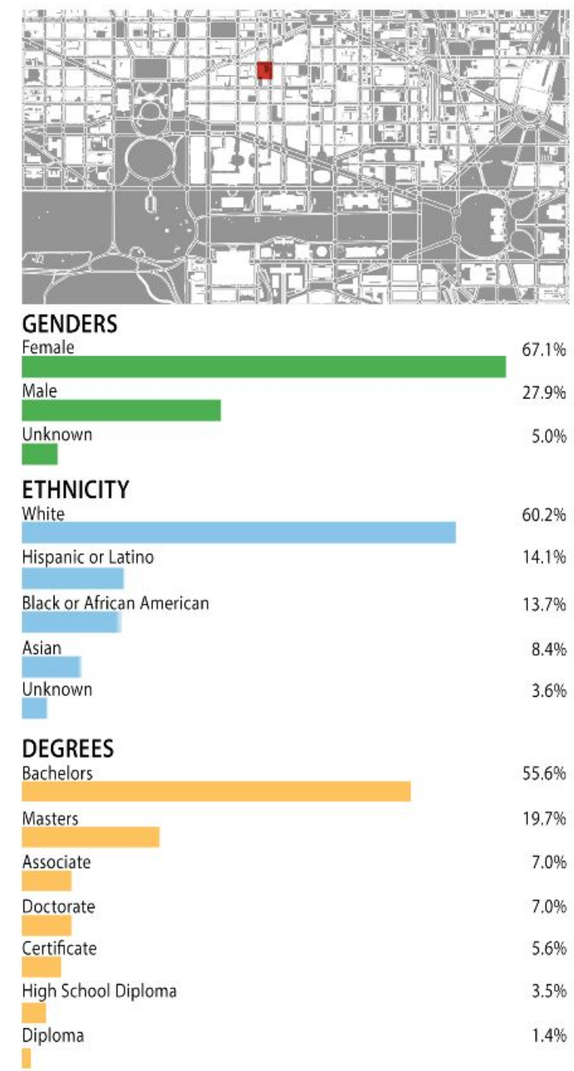


Fig. 11: Collage image shows information about National Organization for Women

THINK TANK

This study focuses on a type of research institute named Think Tank which represents a variety of studies including economics, culture, technology and social policy.

While many political conferences and social seminars are held in such institutes, focusing on developing studies and research publications are playing a significant role in the think tank's structure. The funding resources for many think tanks are provided by public and private donations including grants and awards occasionally. Here is a diagram which shows how think tanks can affect different fields such as economics, media, politics and the field of knowledge production. Also you can see the percentage of the think tanks in the world and North America with 25% is in the second place to have think tanks.

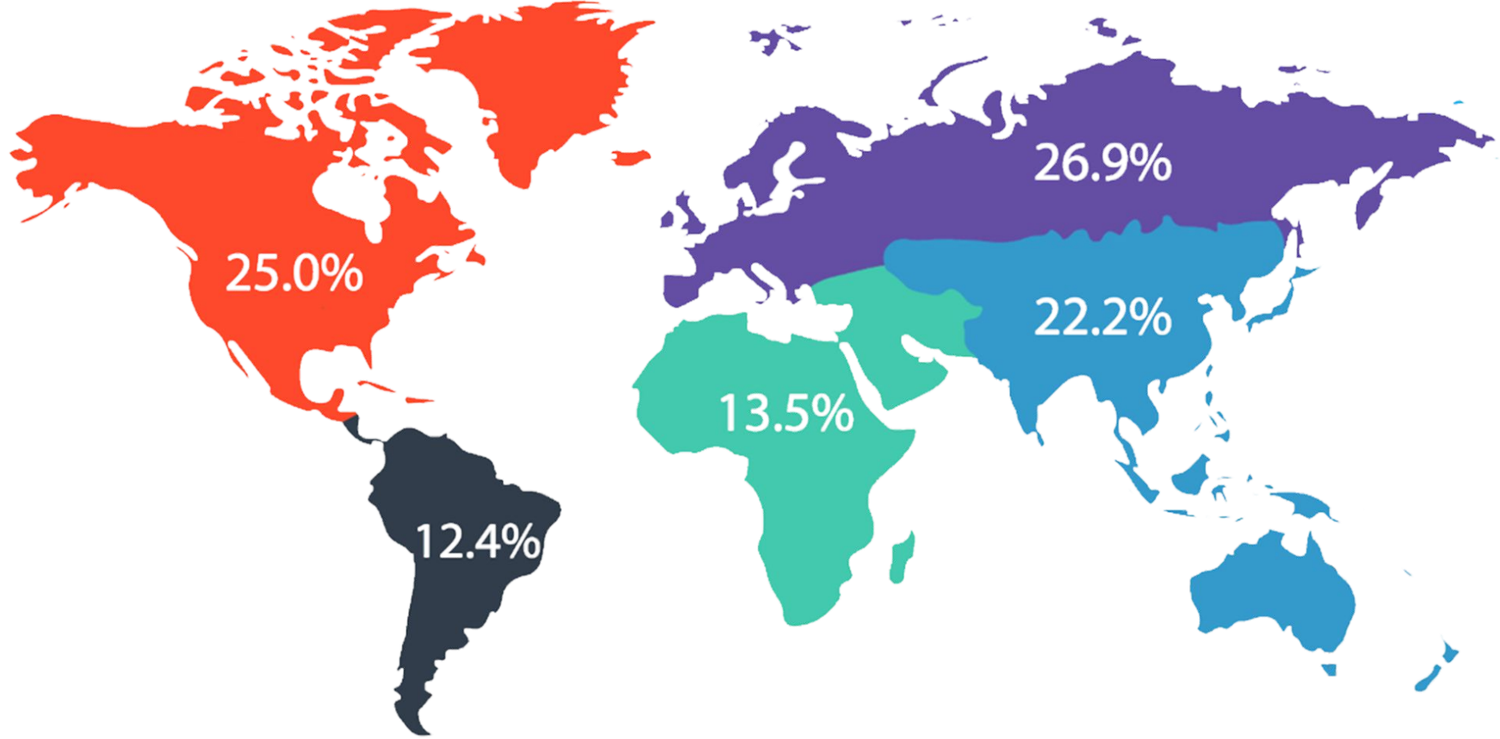


Fig. 12: Map of the think tank buildings ration around the world

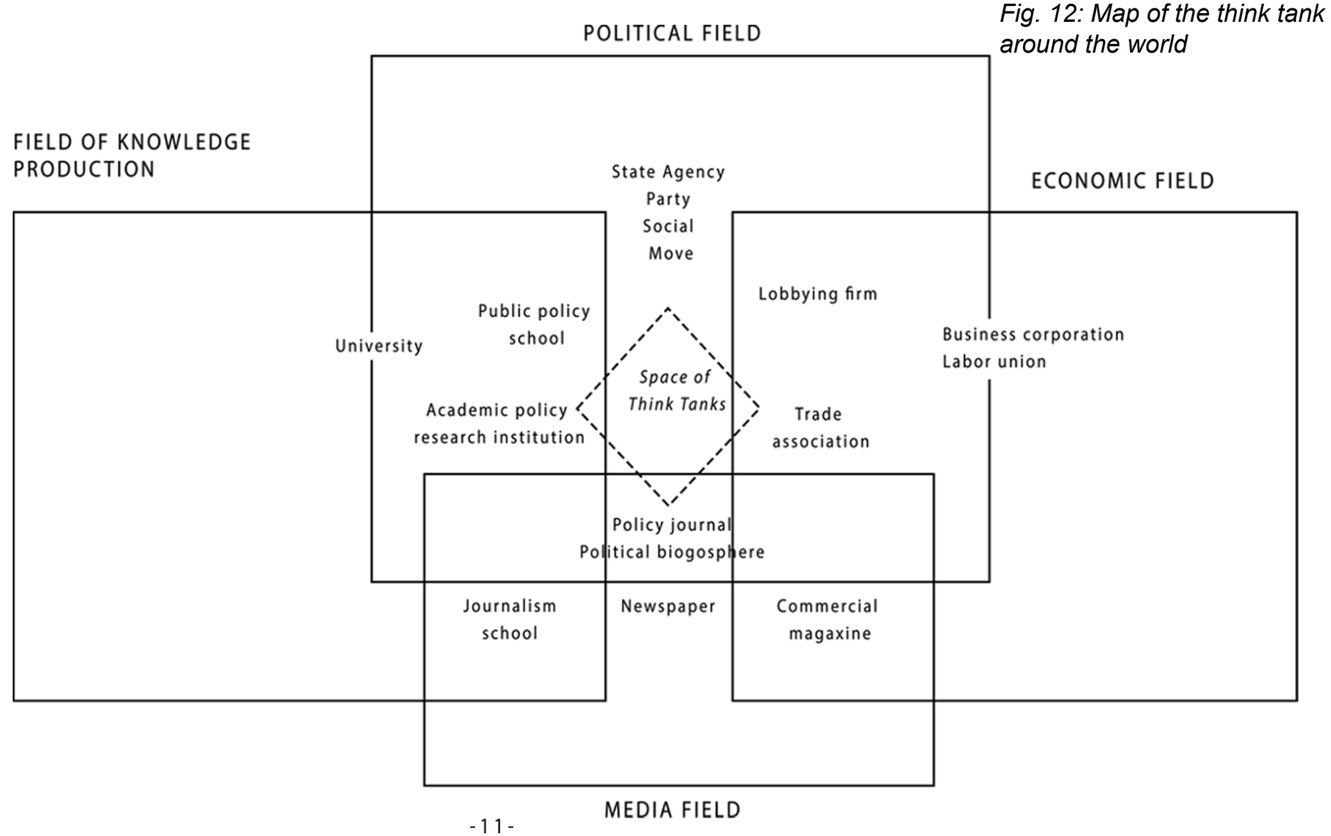
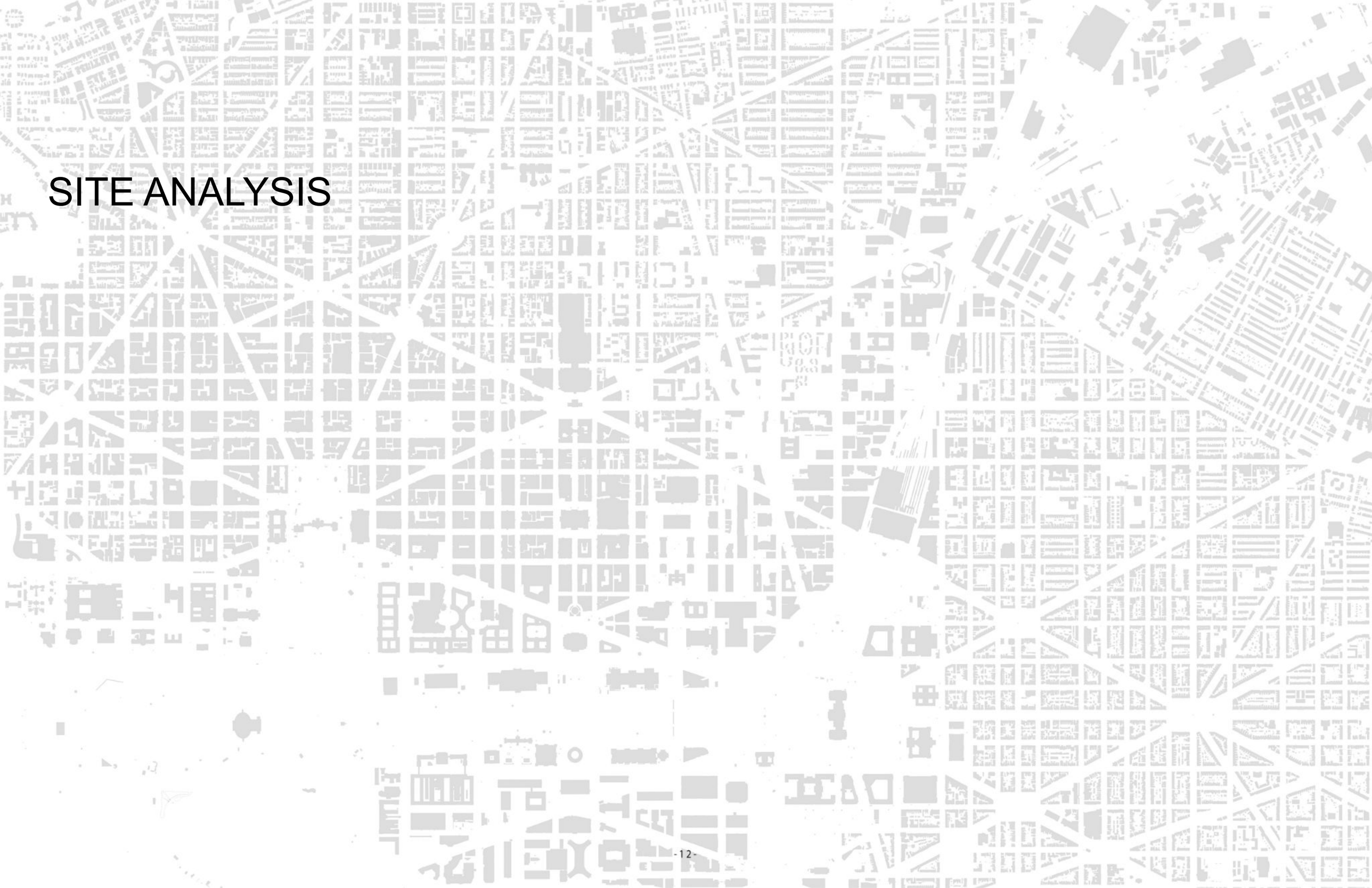


Fig. 13: Diagram shows the role of think tanks in different fields

SITE ANALYSIS

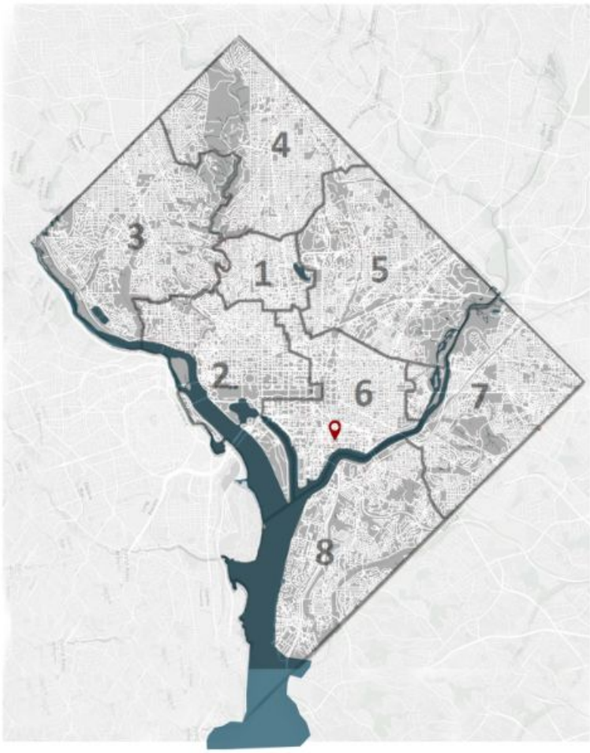


SITE CRITERIA

Visibility of the site is an important criteria. A short distance from the Metro stop is a must have factor for any office building and the Navy Yard Ballpark station is right across the street of the site, also there is another stop a few blocks to the west which is close to the Wharf area. Other criteria like close to the **federal government** which is shown by a dot line representing New Jersey Avenue SE, or located in a **growing neighborhood** which has some **cultural opportunities** or gathering space are important. This project is going to have some political actions because of the organization itself, so the site needs to have an opportunity for some potential **social activities** or some **political conferences.**

Fig. 21: Collage image shows site criteria

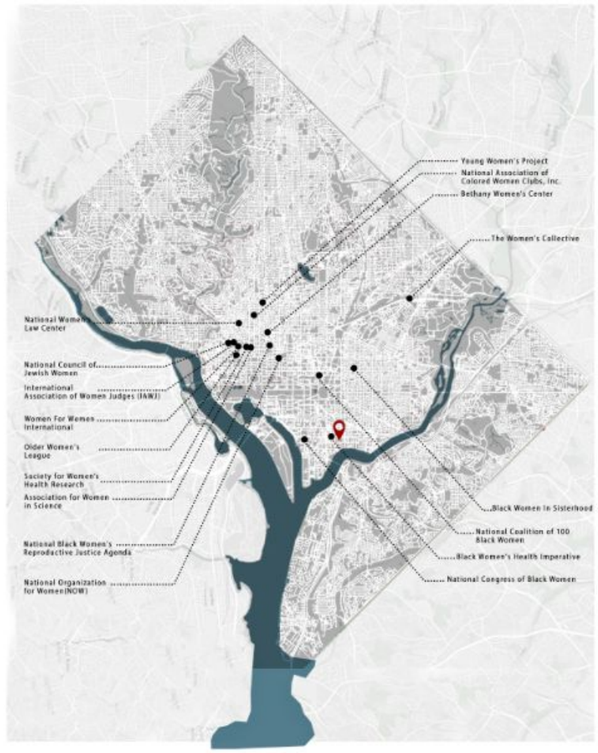
SITE LOCATION



I chose this site located in the Navy Yard neighborhood, close to the Nationals Park in a growing area with a very active population

Fig. 14: Map of Washington D.C Wards

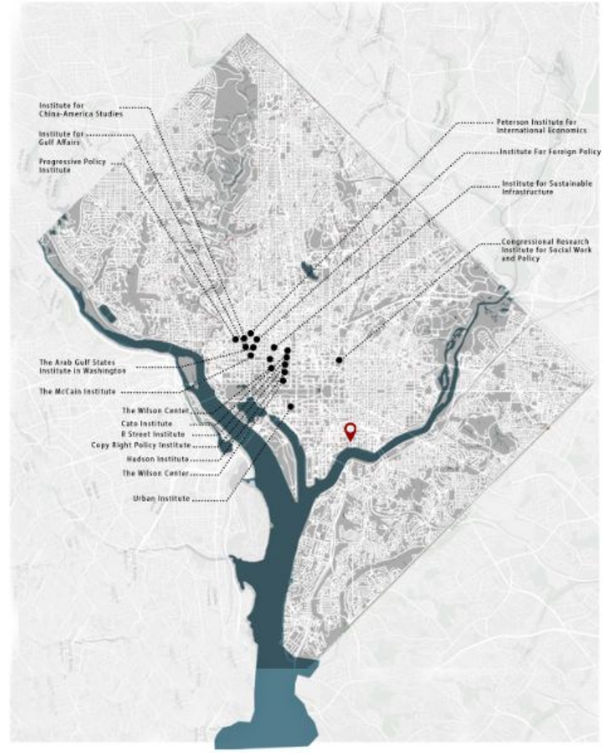
WOMEN'S ORGANIZATIONS



I was interested to see how close this site is to the other Women's organizations in the city and this map shows that almost over 80% of them are located in Ward 2 which is very close to the federal government.

Fig. 15: Location of the women's organizations within the city

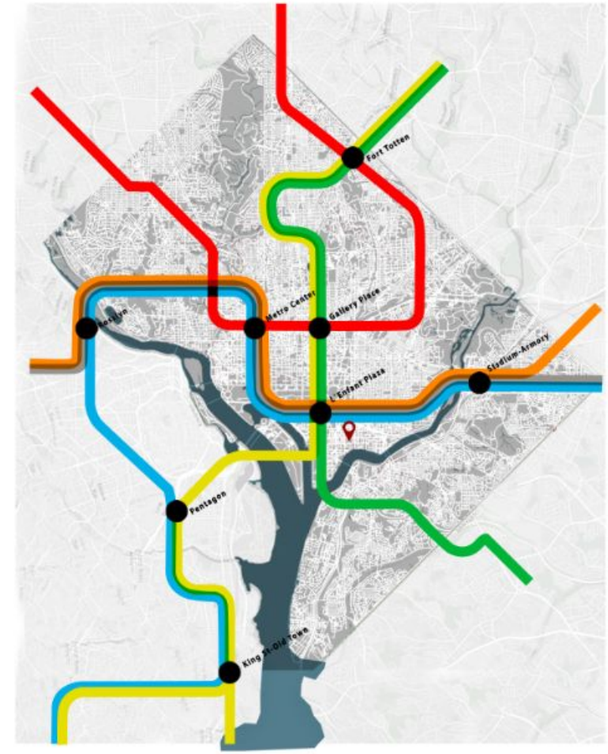
THINK TANK BUILDINGS



Almost all of the Think Tank buildings in Washington D.C are located in ward 2 and this map shows the distance of the project site to those buildings.

Fig. 16: Location of the think tank buildings within the city.

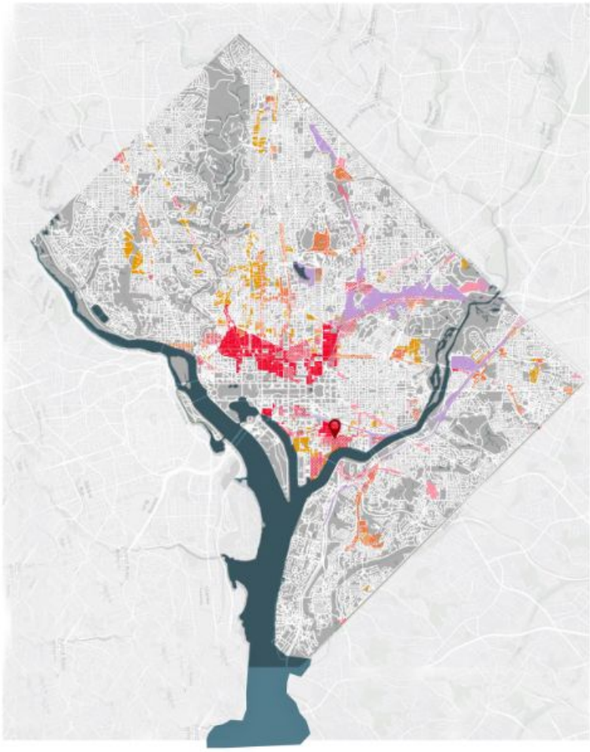
METRO LINES



Regarding public transportation, which is an important factor to select the site, this map demonstrates the proximity of the Metro to the project site.

Fig. 17: Map of the public transportation.

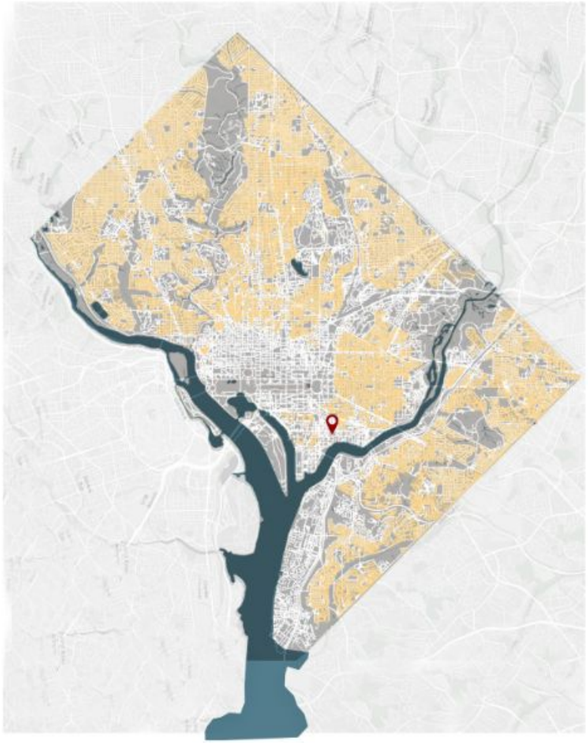
COMMERCIAL ZONE



This map shows the necessity of selecting a site within an urban environment, which due to the nature of the project and holding some potential protests or rally needs to be placed in an active urban environment to become more visible.

Fig. 18: Map of the Washington D.C commercial zone.

RESIDENTIAL ZONE



This map shows the project site location within the residential area which in Ward 6 are mostly located on Northeast side of the site. Located in the middle of the residential area can makes a good relationship between the residents and the project.

Fig. 19: Map of the Washington D.C residential zone.

GREEN OPEN SPACES

National Mall and East Potomac Park are the most important open spaces around the project site. Close to the federal government is beneficial to the project because of the nature of the organization

Fig. 20: Map of the Washington D.C green open spaces and federal core.

AERIAL PHOTOGRAPH

EXISTING LAND USE

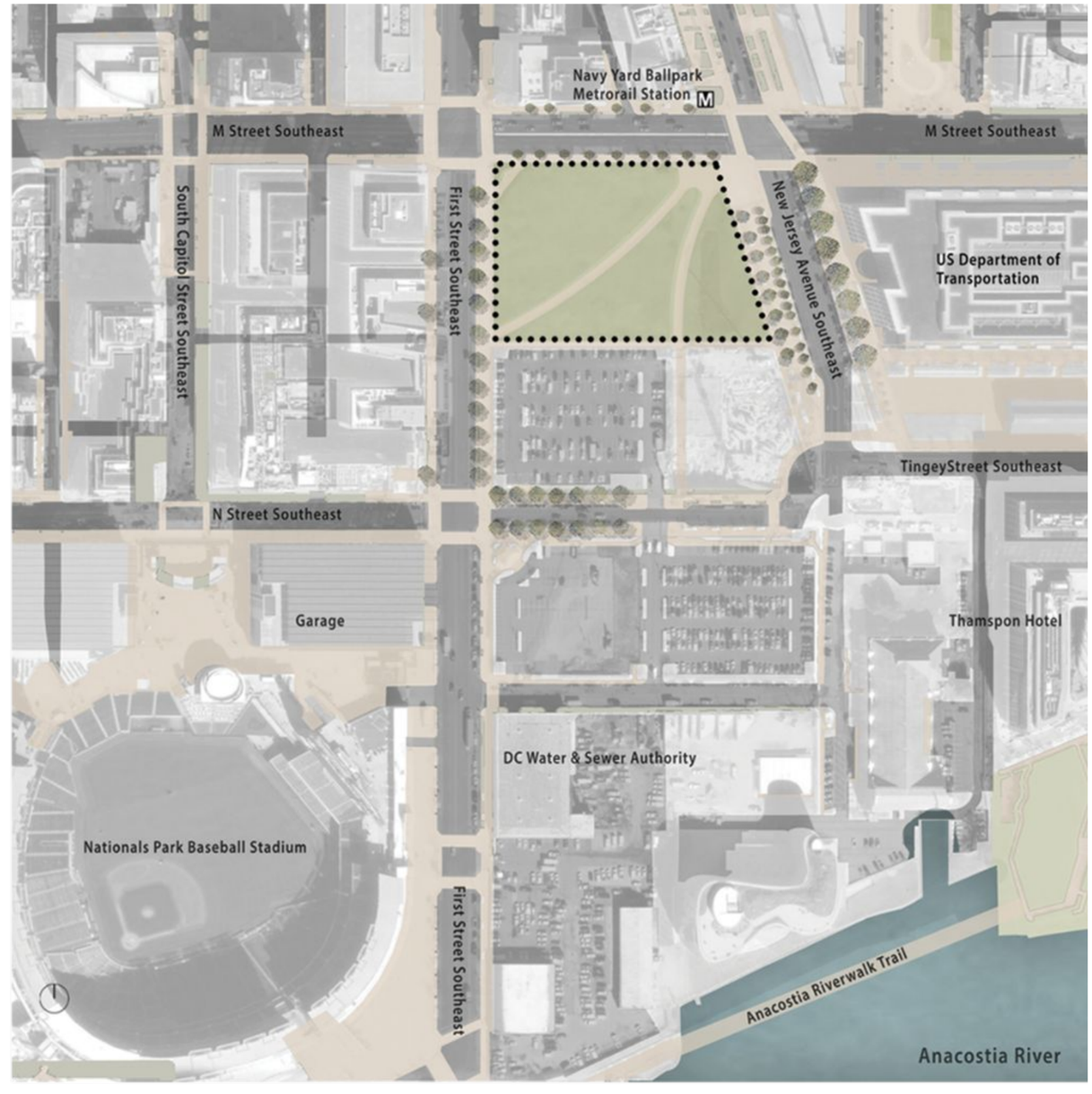


Fig. 22: Project site aerial photograph.

SITE HISTORY

Fig. 23: May, 2004. the National Geospatial Agency

Fig. 24: 2007, the National Geospatial Agency

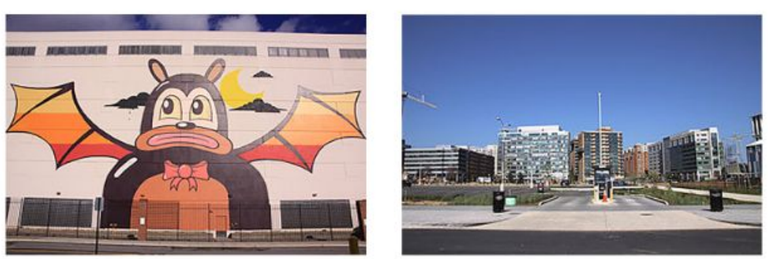


Fig. 25: 2013, Before and after demolition

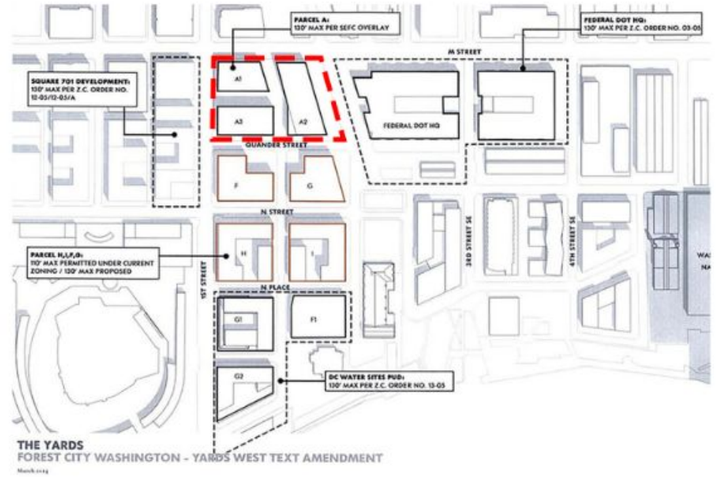


Fig. 26: 2014, Proposed Zoning. Red dashed line represents selected site.

Fig. 26: 2014, PFig. 27: 2015, Before the parking lot was reconstituted and the northern park area builtroposed Zoning

Fig. 28: 2016, The Trapeze School New York's DC location has moved into this structure

Fig. 29: 2017, Parcel A, Certain wags have taken to calling this new public space ``Spooky Park`` in honor of its previous tenants

PRECEDENTS

CATO INSTITUTE

1000 Massachusetts Avenue, NW, Washington D.C
1993, Hellmuth, Obata + Kassabaum (HOK)
2012, Gensler, (Interior redesign)

Based in Washington D.C, an American think tank institute called CATO Institute is known for its support for political philosophy. This libertarian institute also plays an important role in national and international politics for government. In addition it provides a powerful protection of local liberties. This building includes a flexible office space which takes advantage of every square foot with room for the additional workstations needed. This building also includes a 200-person auditorium, double-height conference room, policy center and a new roof terrace. The building's significant architecture design as well as the new interiors designed by Gensler provides the ideal setting for it to host some important conferences and effectively communicate policy positions.

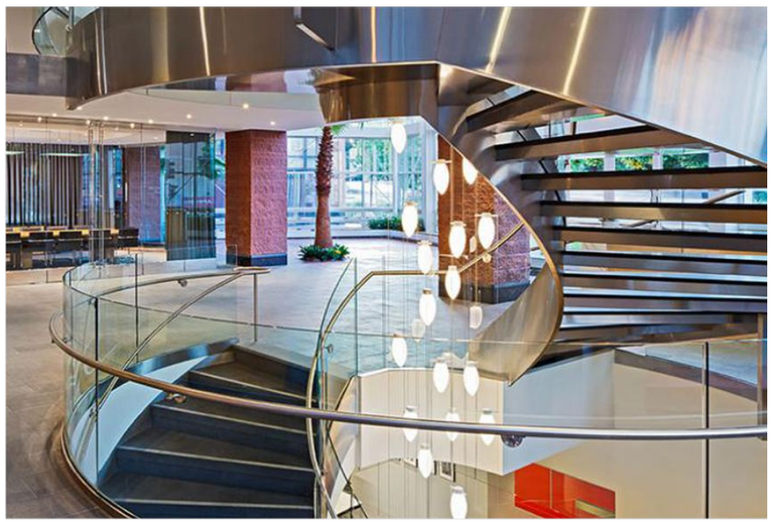


Fig. 30: (Top left) CATO Institute exterior photograph.

Fig. 31: (Top right) CATO Institute interior photograph.

Fig. 32: (Bottom left) Cato Institute conference hall.

Fig. 33: (Bottom right) CATO Institute interior photograph.

PETERSON INSTITUTE FOR INTERNATIONAL ECONOMICS (PIIE)

1750 Massachusetts Avenue, NW, Washington D.C
2001, Kohn Pedersen Fox Associates (KPF)

One of the American think tank institutes headquartered in Washington D.C called the Peterson Institute for International Economics (PIIE) represents a variety of book publications and articles with economy subjects.
One of the significant features of this four-story building is that it is located within a historical preservation neighborhood. This facility holds a 250-person conference hall in order to offer an effective think tank environment in monetary policy and international studies.

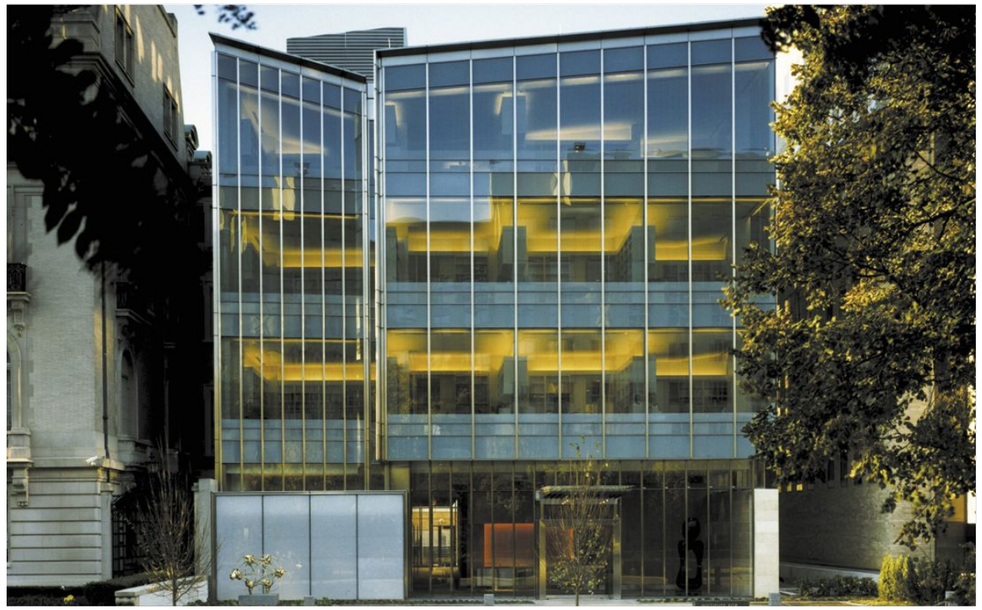


Fig. 34: (Top left) Peterson Institute for International Economics exterior photograph.

Fig. 35: (Top right) Peterson Institute for International Economics main entrance.

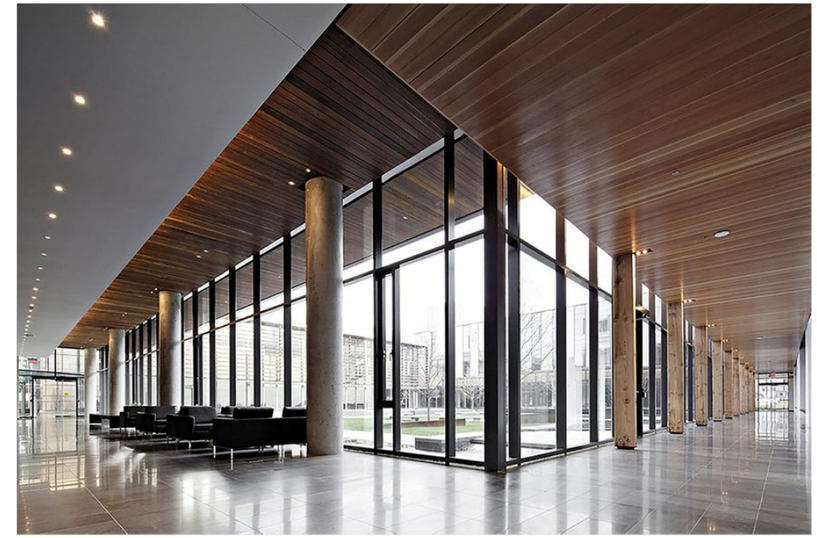
Fig. 36: (Bottom left) Peterson Institute for International Economics open office area.

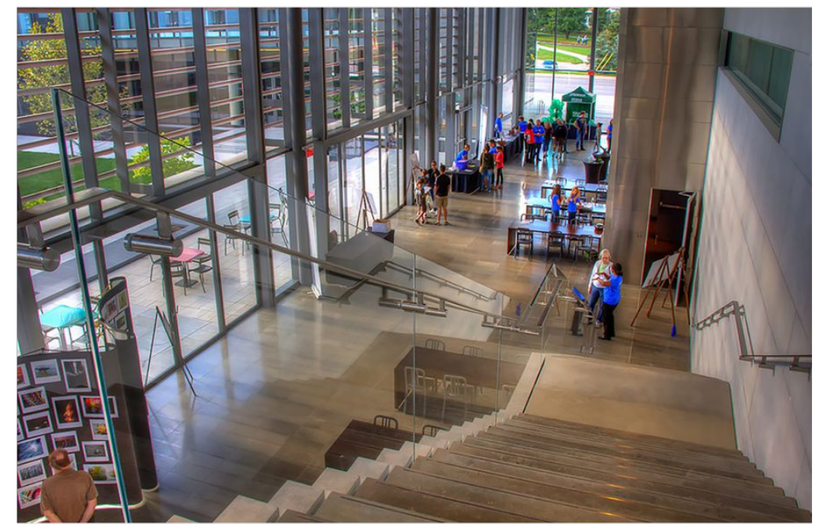
Fig. 37: (Bottom right) Peterson Institute for International Economics Conference hall.

CENTRE FOR INTERNATIONAL GOVERNANCE INNOVATION

67 Erb Street West, Waterloo, ON Canada
2011, KPMB Architects

Located in the CIGI Campus which also houses the CIGI Auditorium and the Balsillie School of International Affairs, this non-partisan and independent think tank supports forms networks, research, generates ideas for multilateral governance improvements and advances policy debate. Academic, business communities and collaboration with policy are some of the other CIGI's interdisciplinary works.





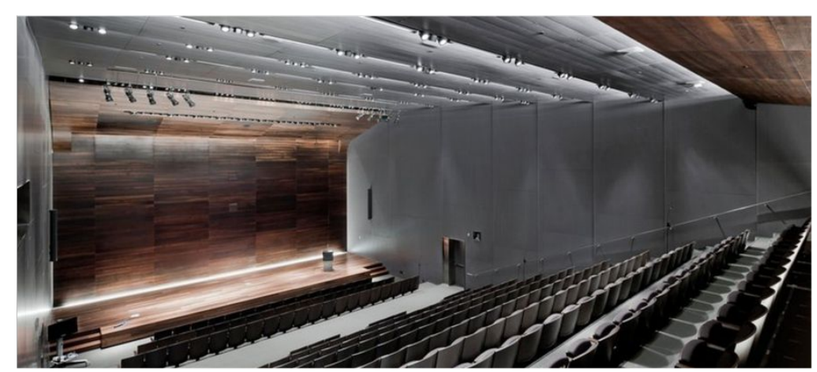


Fig. 38: (Top left) Center for International Governance Innovation exterior photograph.

Fig. 39: (Top right) Center for International Governance Innovation lobby.

Fig. 40: (Bottom left) Center for International Governance Innovation central courtyard.

Fig. 41: (Middle right) Center for International Governance Innovation Lobby.

Fig. 42: (Bottom right) Center for International Governance Innovation Conference hall.

COMMON ARCHITECTURAL CHARACTERISTICS

1. Necessity of having an Auditorium for different events and speeches.

2. Having public and private facilities in a complex building.

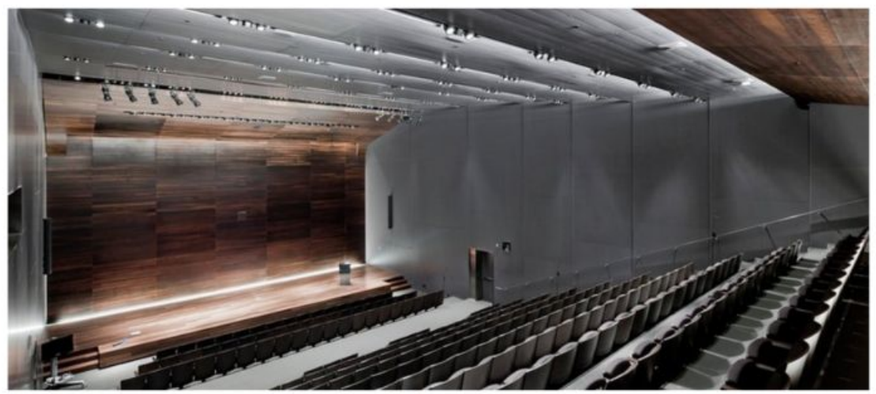
3. Considering open office space with natural light .

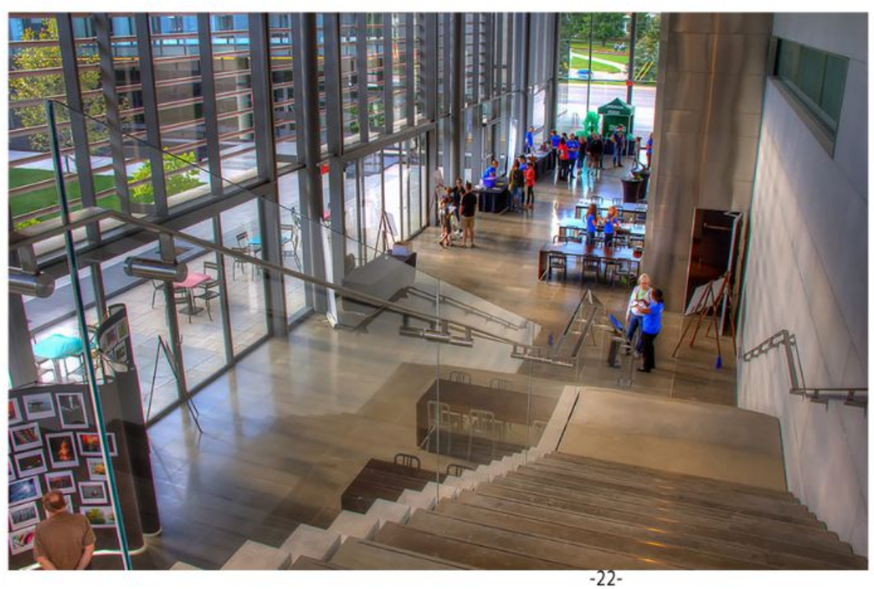
4. Having public and semi-public courtyard as a place for employees and visitors.

5. Having a very visible ground floor and mezzanine floor with considering public facilities.

6. Creating indoor and outdoor spaces for some potential social activities and events.

7. Considering multipurpose spaces in different levels of building.



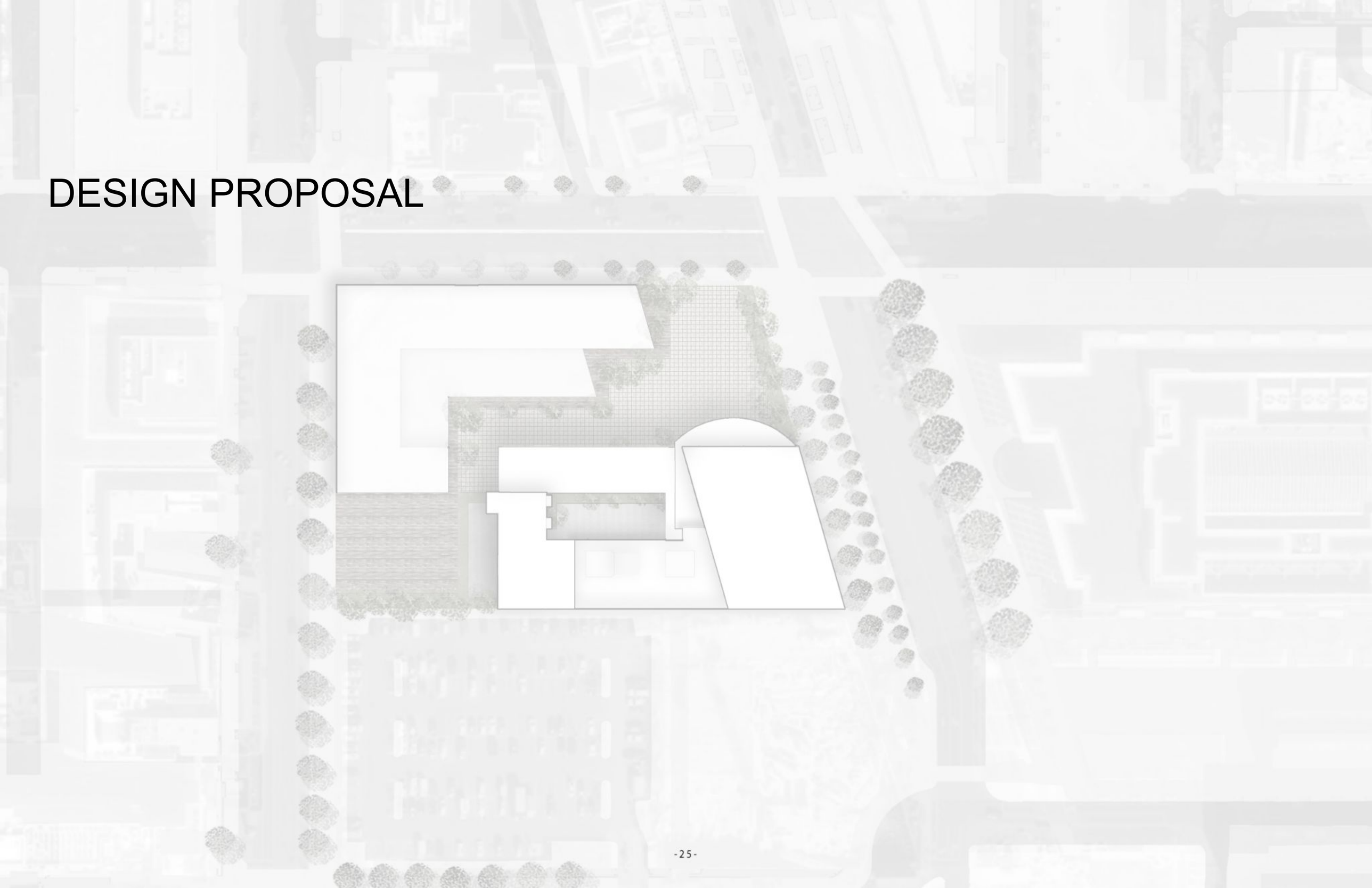


DESIGN PROCESS

MASSING STUDY

To Create a Central Courtyard › To Consider a Human Scale Public Facilities › To Make the Site More Visible › To Consider an Internal Courtyard › To Keep an Existing Diagonal Path › To Bring a Sunlight to the Courtyard

DESIGN PROPOSAL



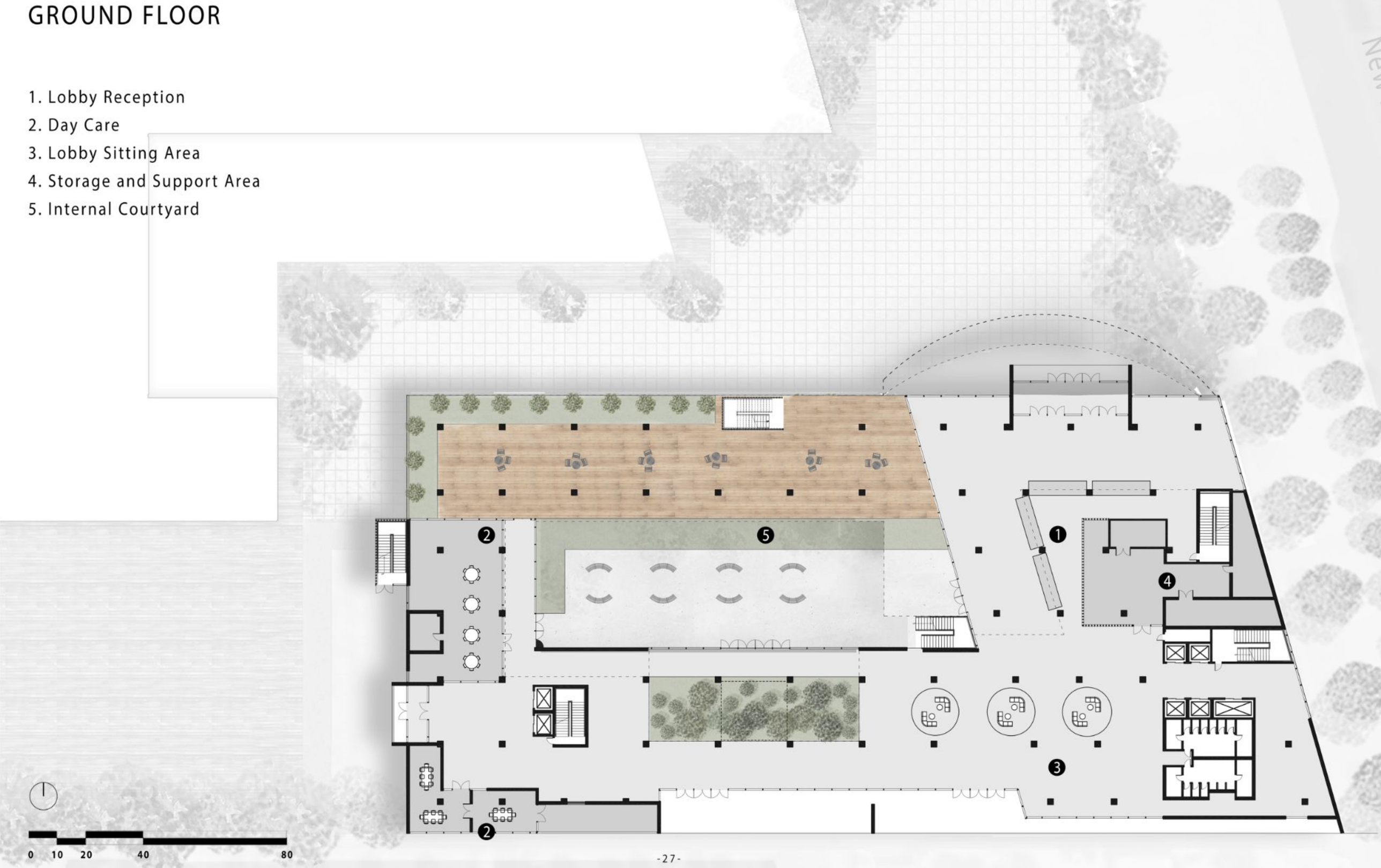
PROPOSED MASTER PLAN

Because of the necessity of intersection of the M street SE and New Jersey ave SE, I kept this corner open towards the main street as a main entrance of the site. Also, considering a central courtyard as a place to gather for potential outdoor events. Another important approach to this site is to keep an existing character of the site which in this site I can point to the diagonal path which connects the M Street SE to First Street SE.

The program includes the northern and southern part which I decided to consider a southern part for the NOW because of the necessity of the New Jersey Avenue SE. One of the most important criteria for this project is to be close to the federal government and New Jersey Avenue SE is a direct way to the Capitol building.

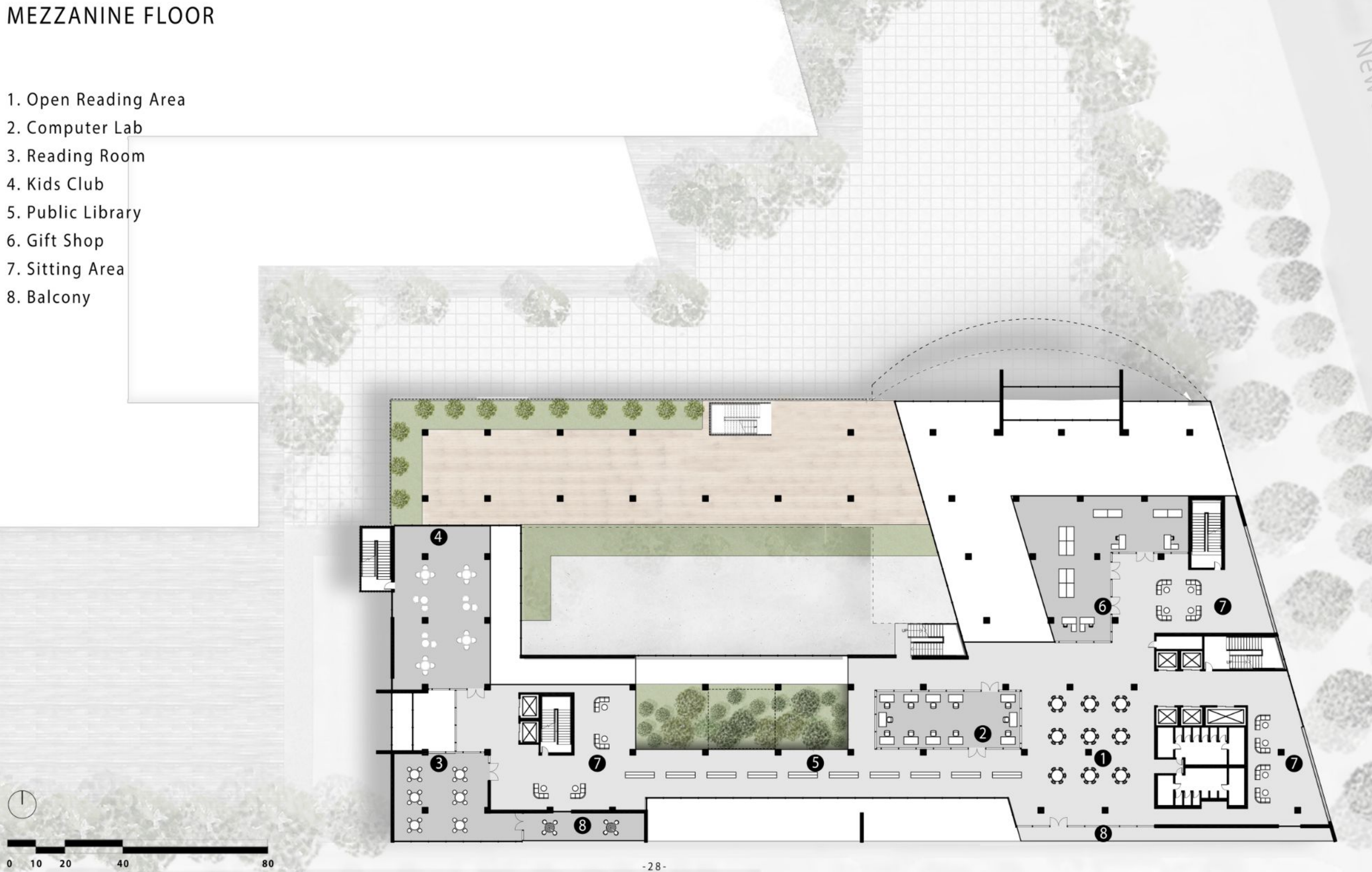
GROUND FLOOR

1. Lobby Reception
2. Day Care
3. Lobby Sitting Area
4. Storage and Support Area
5. Internal Courtyard



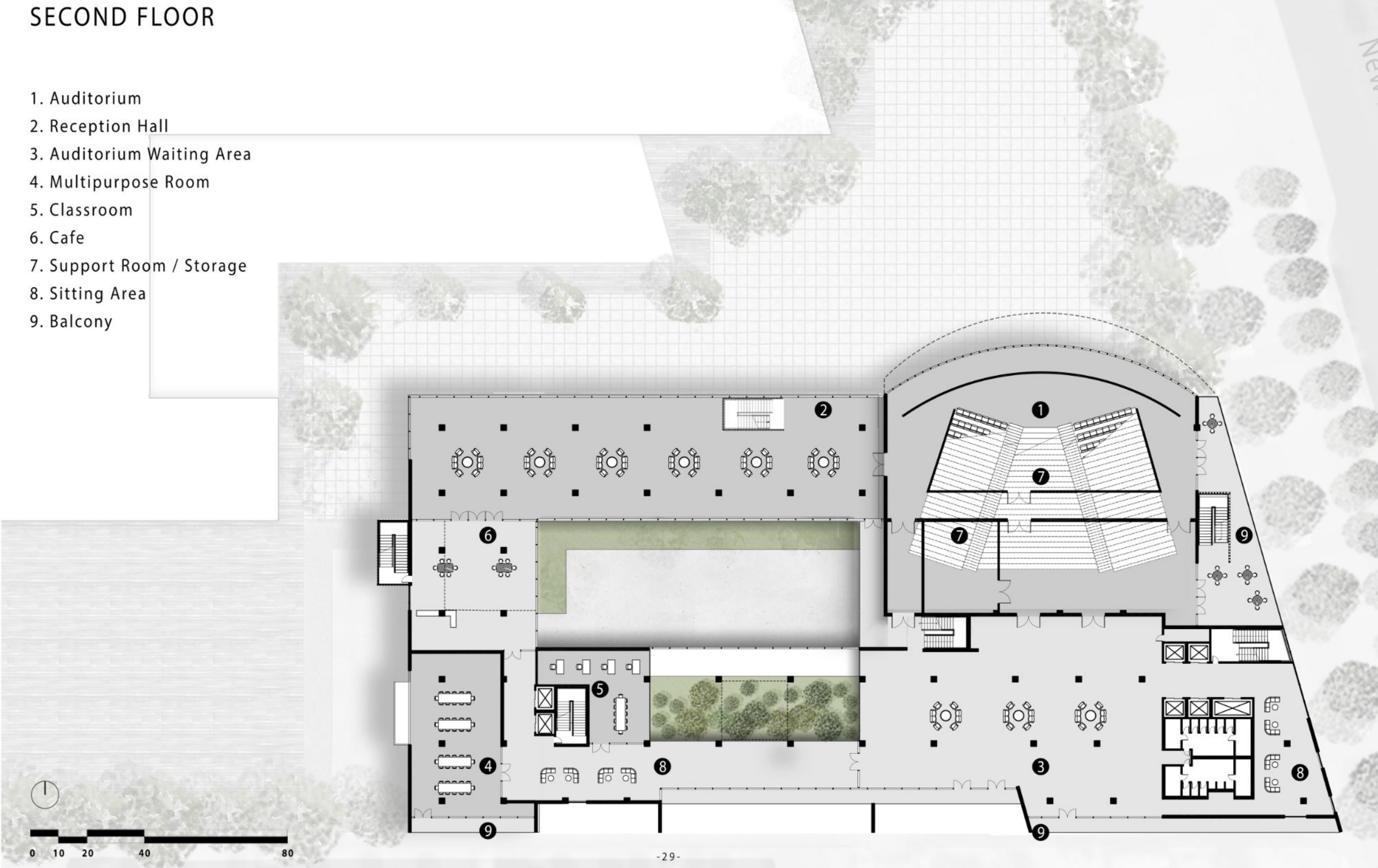
MEZZANINE FLOOR

1. Open Reading Area
2. Computer Lab
3. Reading Room
4. Kids Club
5. Public Library
6. Gift Shop
7. Sitting Area
8. Balcony



SECOND FLOOR

1. Auditorium
2. Reception Hall
3. Auditorium Waiting Area
4. Multipurpose Room
5. Classroom
6. Cafe
7. Support Room / Storage
8. Sitting Area
9. Balcony

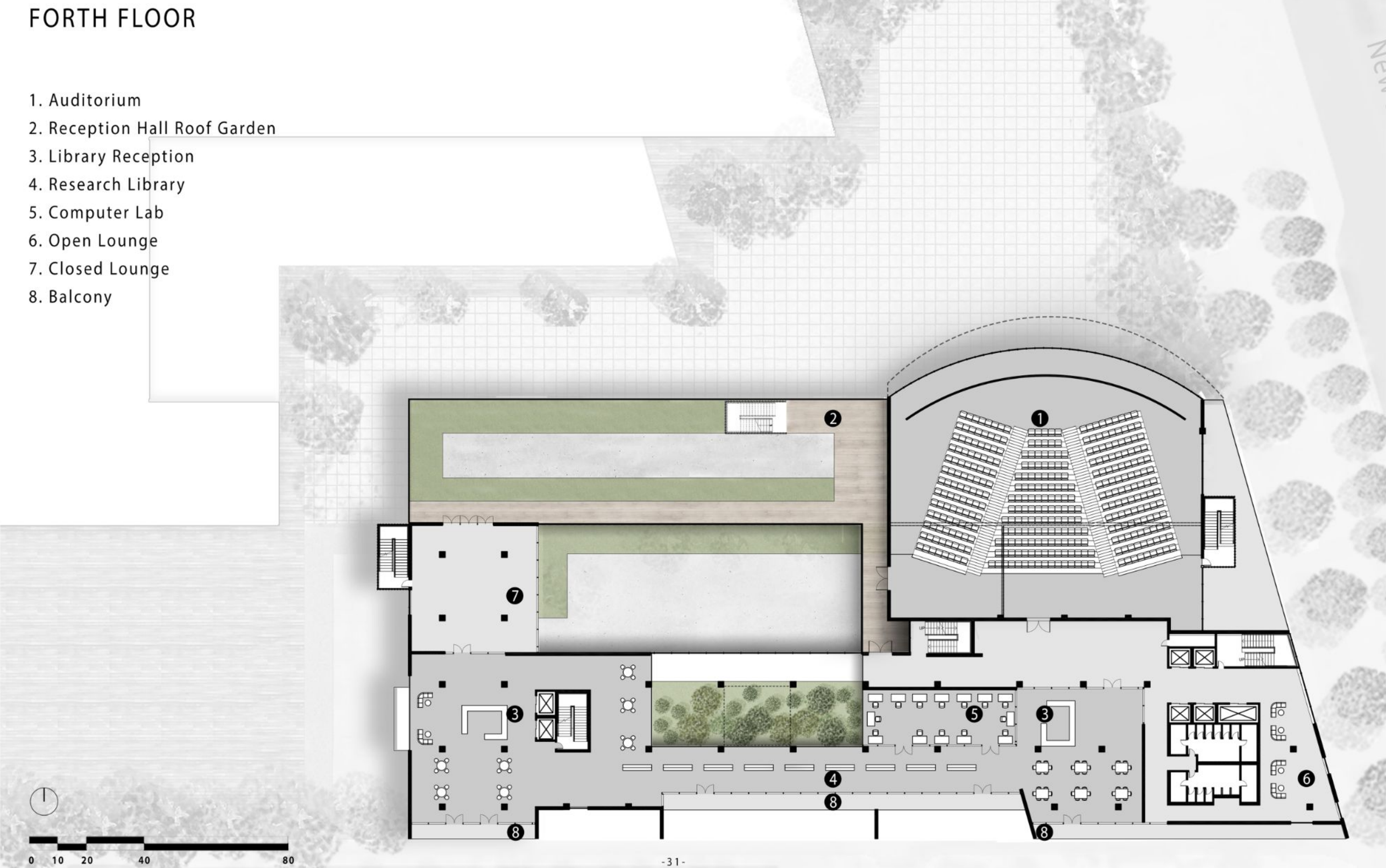


THIRD FLOOR

1. Auditorium
2. Reception Hall
3. Gallery / Exhibition
4. Consultant Offices
5. Meeting Room
6. Closed Lounge
7. Quiet Room
8. Open Lounge
9. Sitting Area
10. Balcony

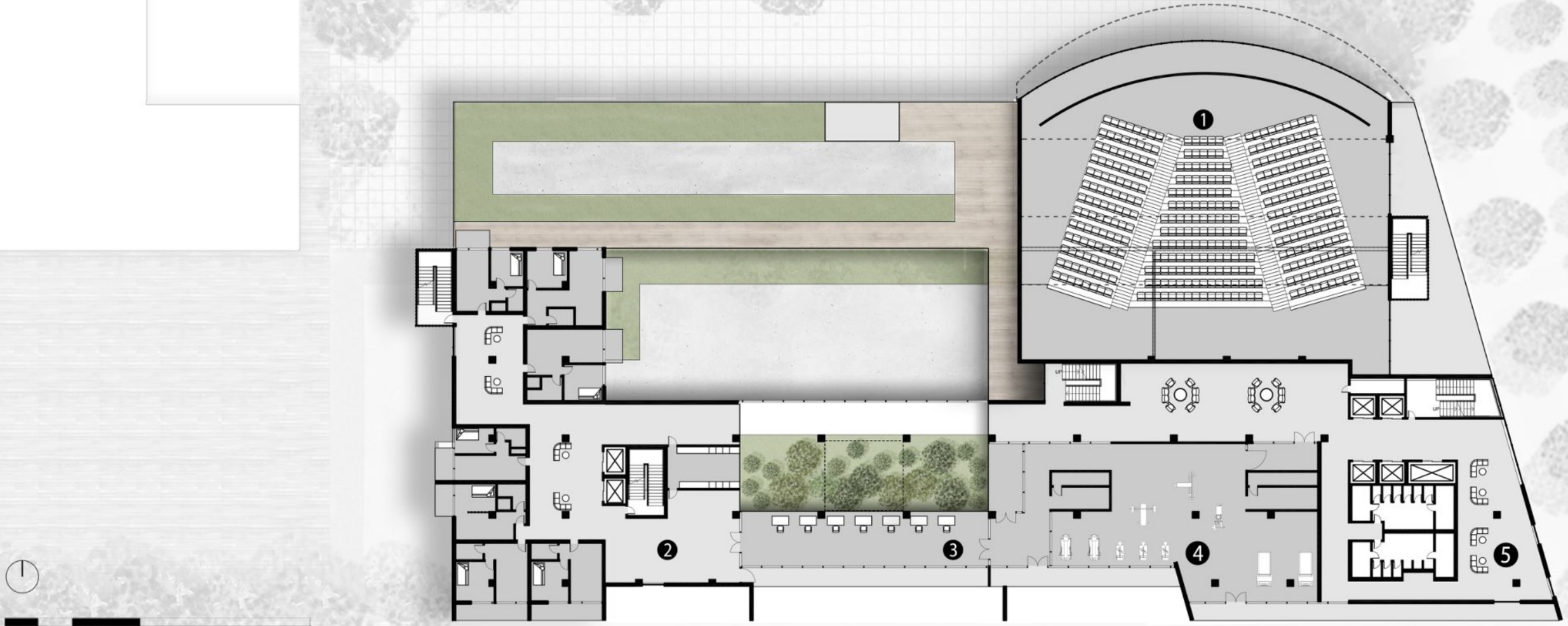
FORTH FLOOR

1. Auditorium
2. Reception Hall Roof Garden
3. Library Reception
4. Research Library
5. Computer Lab
6. Open Lounge
7. Closed Lounge
8. Balcony



FIFTH FLOOR

1. Auditorium
2. Student Housing / Visiting Scholars
3. Work Station
4. Fitness Club
5. Sitting Area



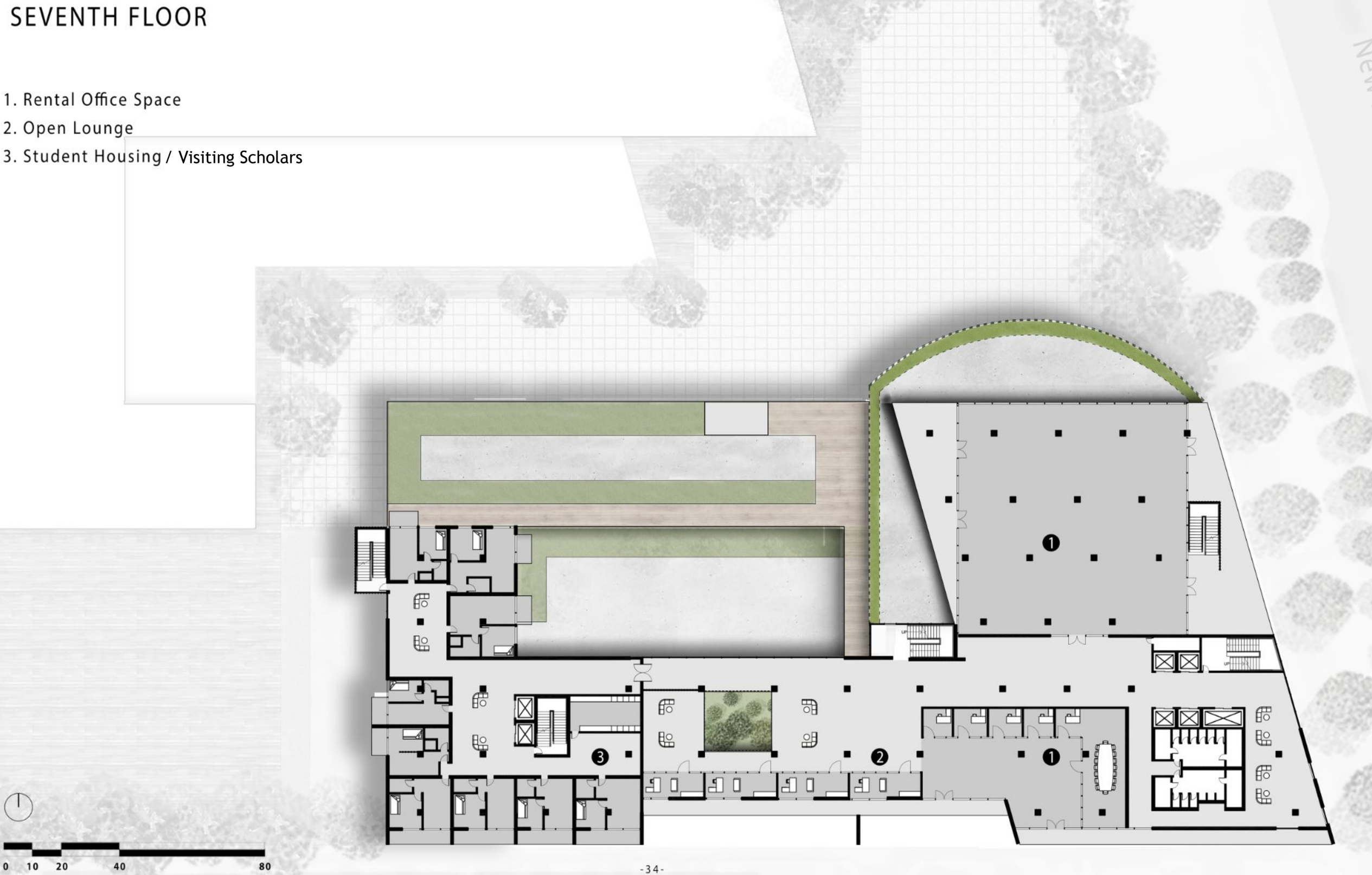
SIXTH FLOOR

1. President`s Office
2. Vice President`s Office
3. Workshop Room
4. Meeting Room
5. Closed Lounge
6. NOW Office Extension
7. Student Housing / Visiting Scholars
8. Balcony

0 10 20 40 80

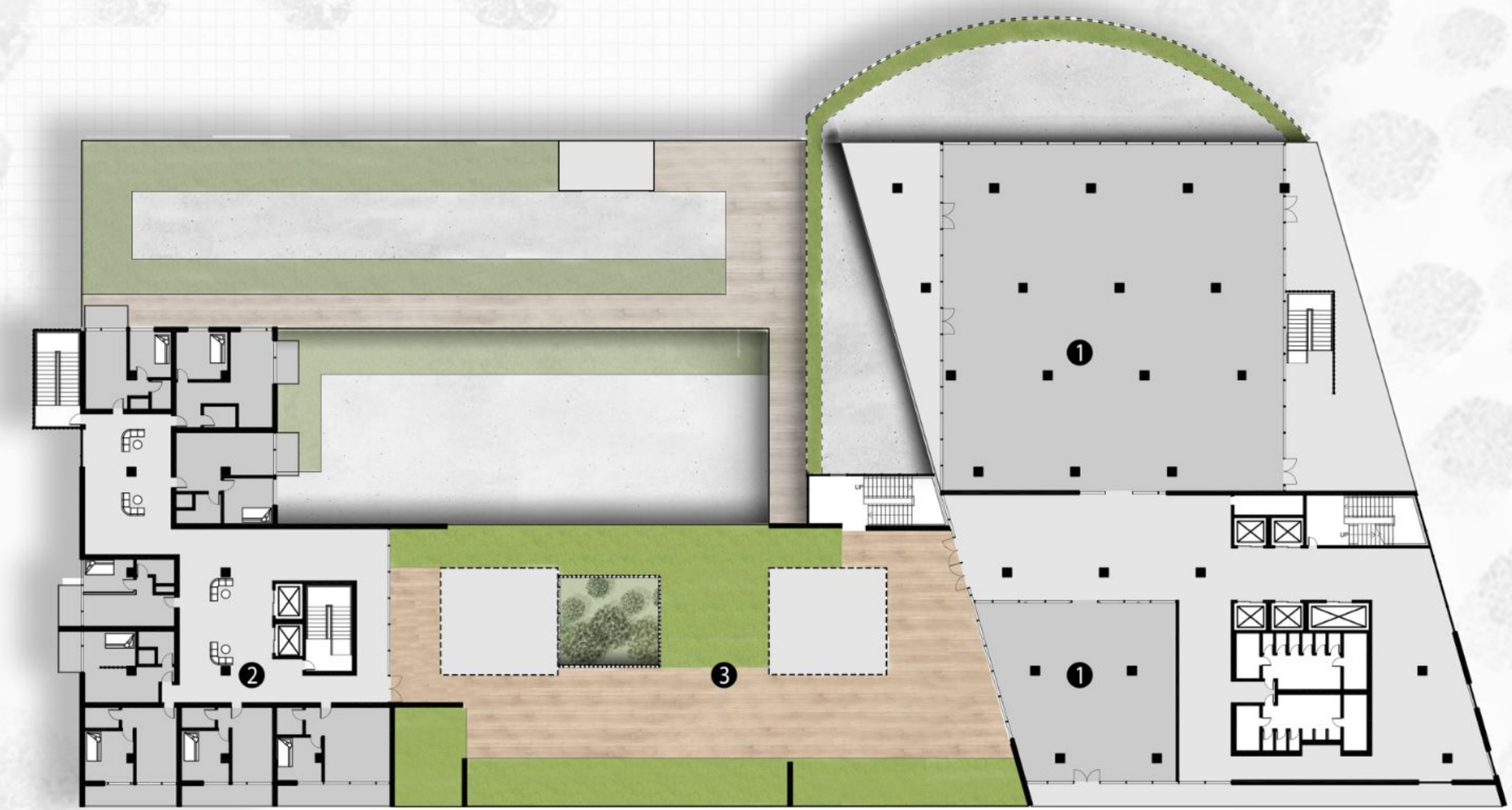
SEVENTH FLOOR

1. Rental Office Space
2. Open Lounge
3. Student Housing / Visiting Scholars



EIGHTH FLOOR

1. Rental Office Space
2. Student Housing / Visiting Scholars
3. Roof Garden



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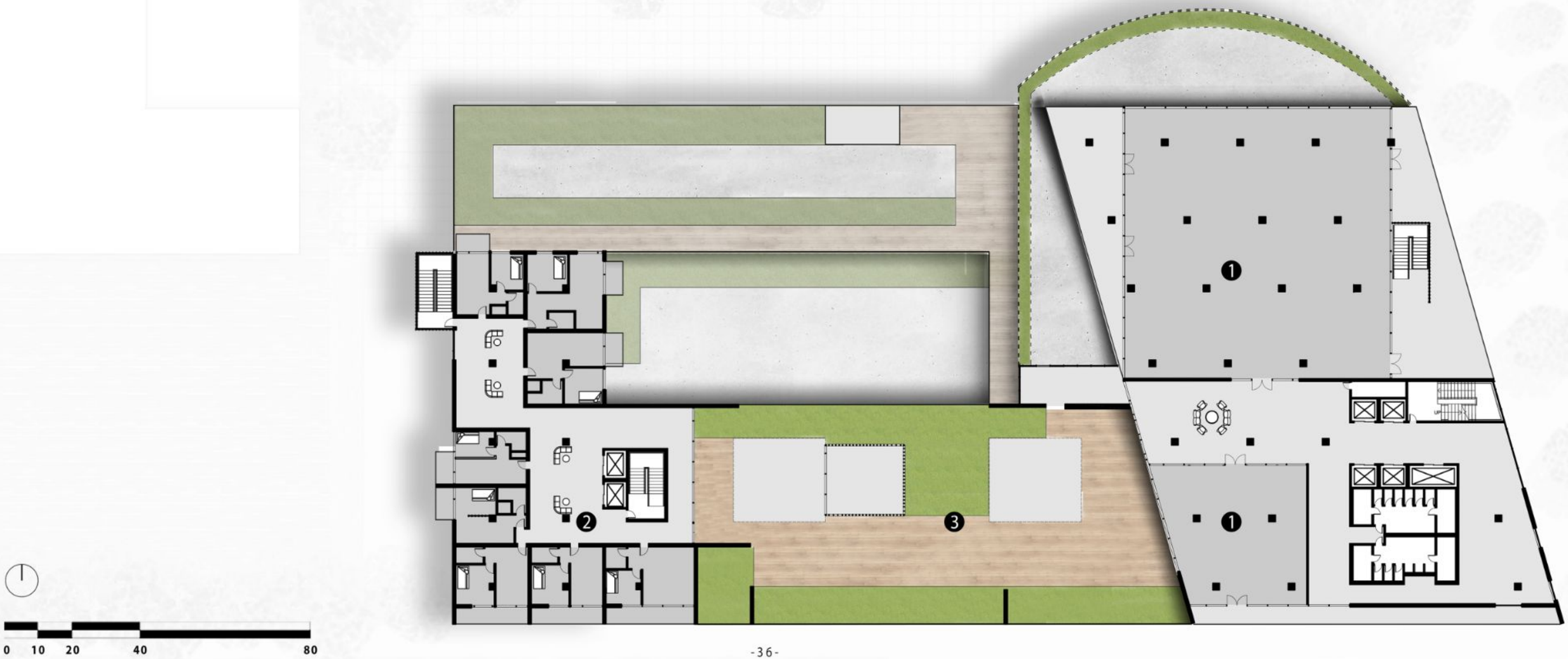
NINTH FLOOR

1. Rental Office Space
2. Student Housing / Visiting Scholars
3. Roof Garden



MATERIALITY

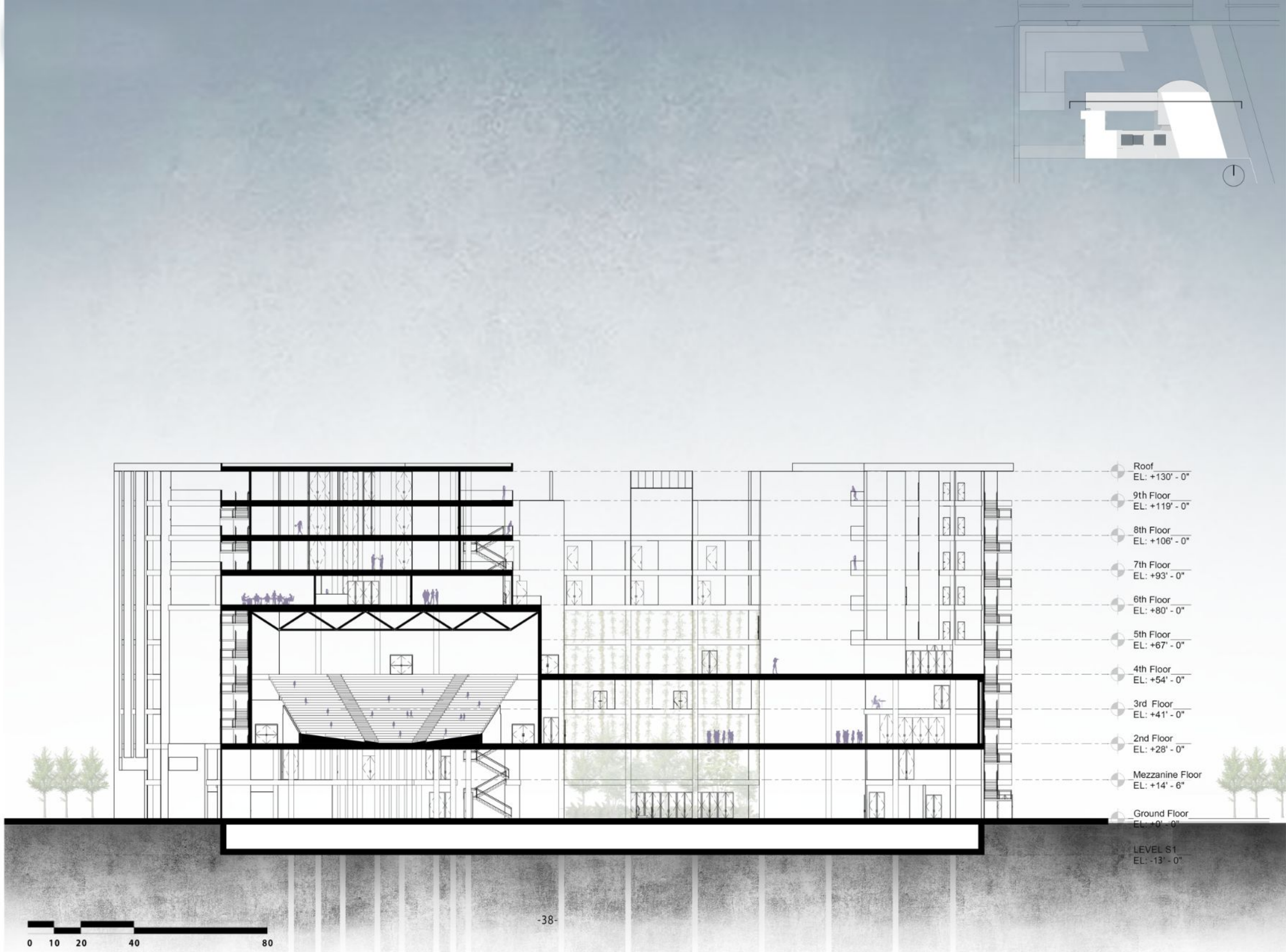
1. A concrete pavers for the central courtyard for some potential rally or protest because of the nature of the National Organization for Women.

2. Grass and trees to make separation between the public and private open area.

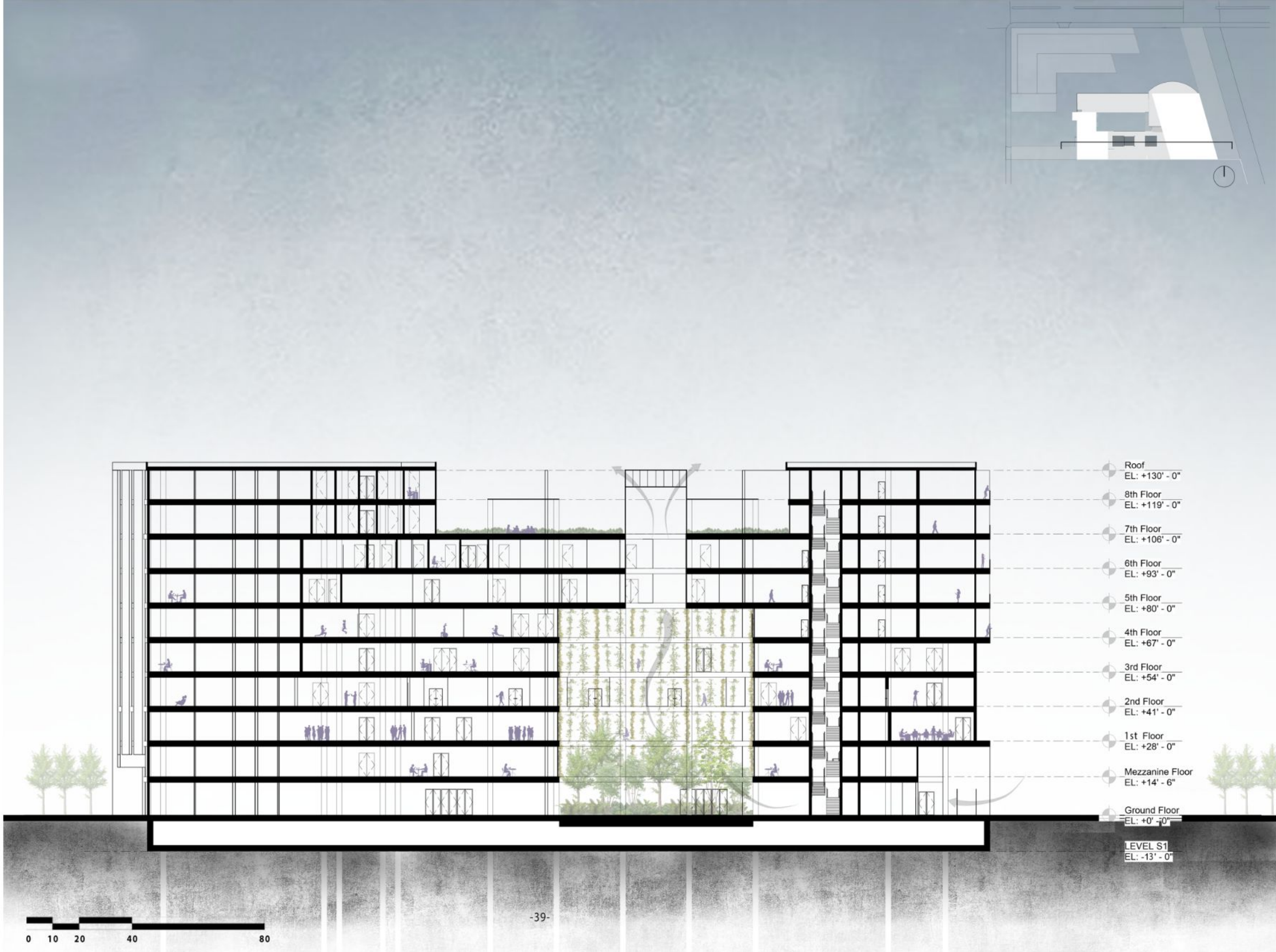
3. NBK Terracotta TERRART Baguette Panels with a purple tonality inspired by the National Organization for Women`s color code.

4. Concrete facade to make a color contrast with colored terracotta.

SECTION A

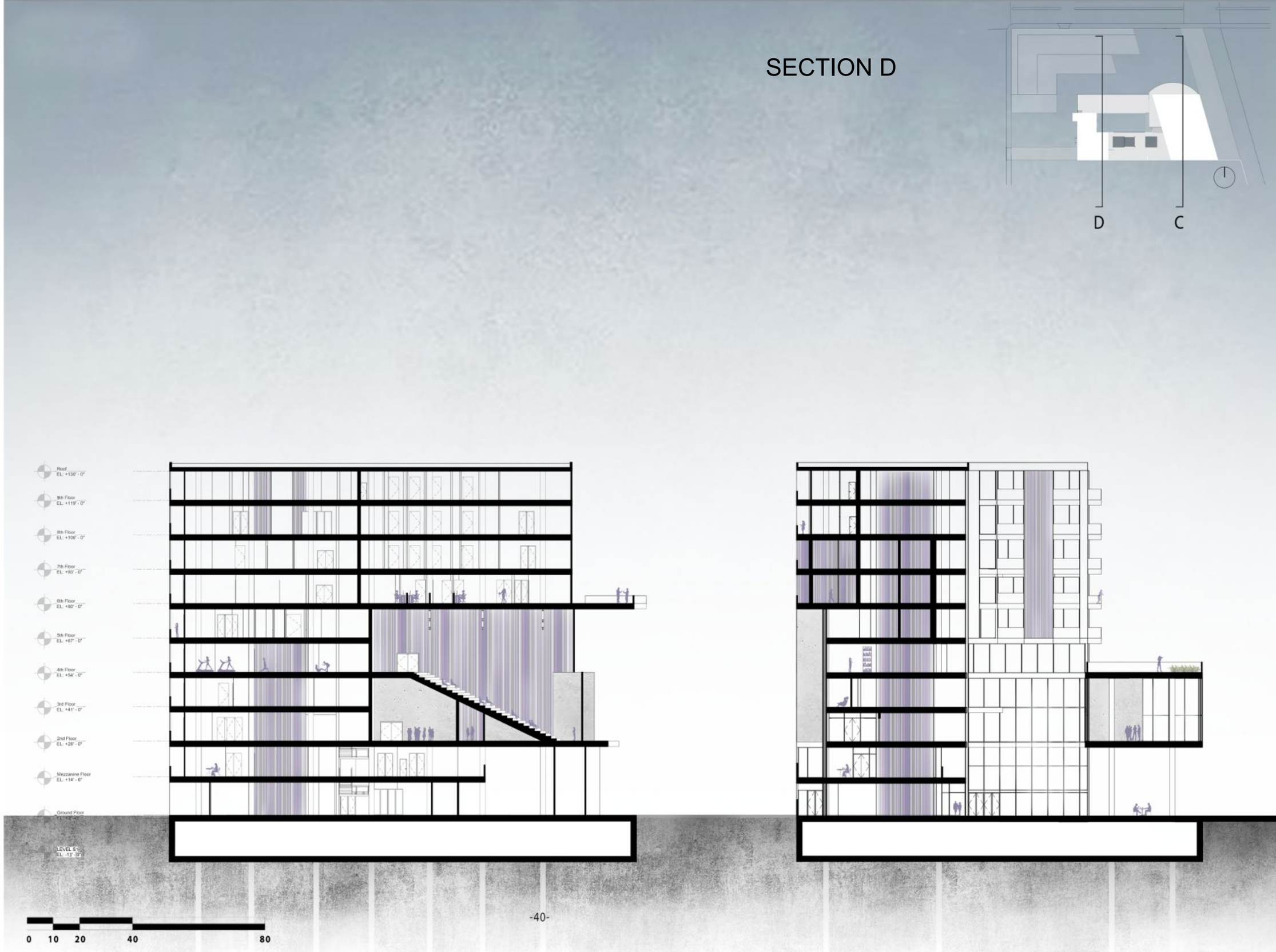

Roof
EL: +130' - 0"
9th Floor
EL: +119' - 0"
8th Floor
EL: +106' - 0"
7th Floor
EL: +93' - 0"
6th Floor
EL: +80' - 0"
5th Floor
EL: +67' - 0"
4th Floor
EL: +54' - 0"
3rd Floor
EL: +41' - 0"
2nd Floor
EL: +28' - 0"
Mezzanine Floor
EL: +14' - 6"
Ground Floor
EL: +0' - 0"
LEVEL S1
EL: -13' - 0"
0 10 20 40 80

SECTION B

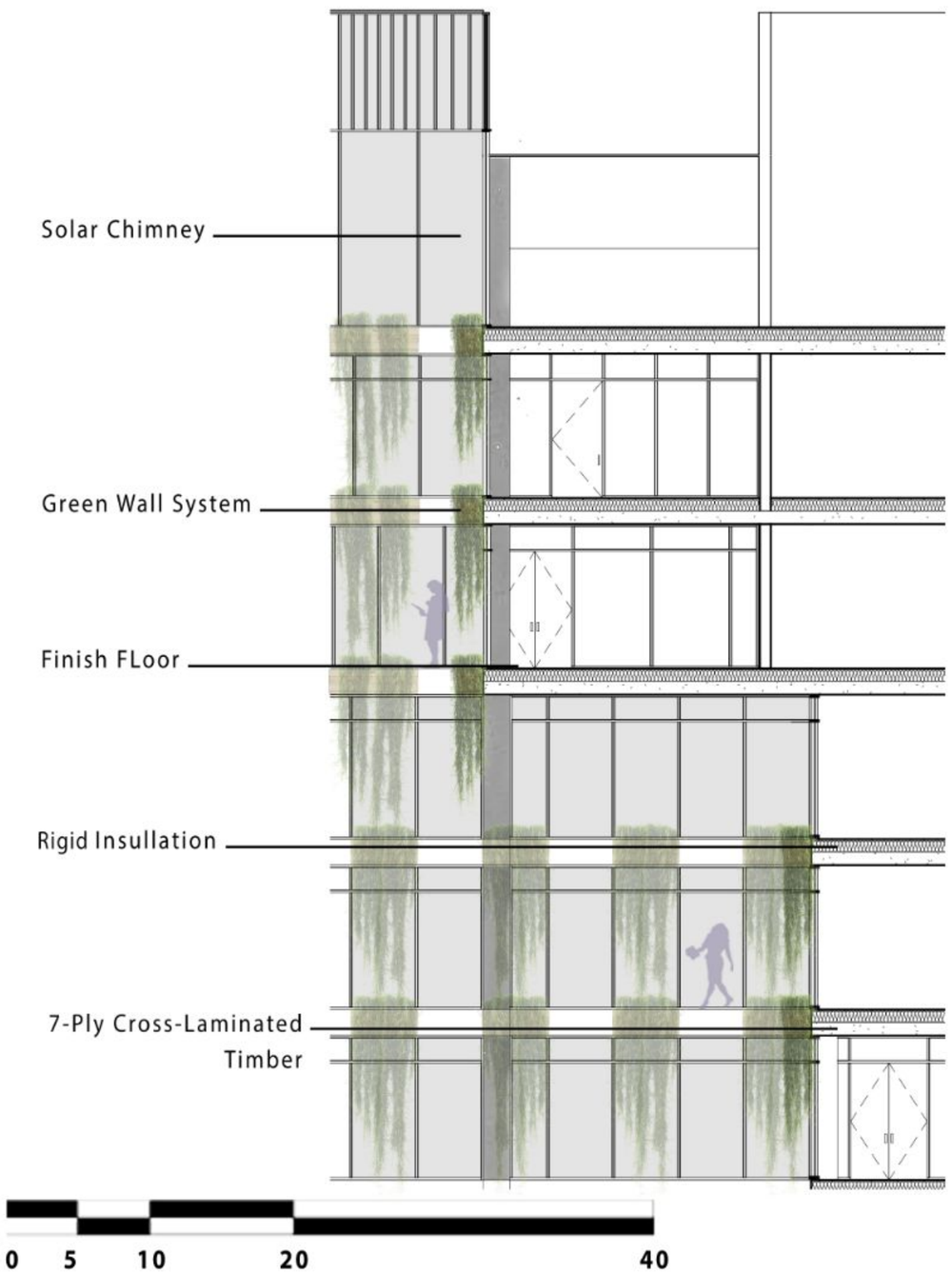

Roof
EL: +130' - 0"
8th Floor
EL: +119' - 0"
7th Floor
EL: +106' - 0"
6th Floor
EL: +93' - 0"
5th Floor
EL: +80' - 0"
4th Floor
EL: +67' - 0"
3rd Floor
EL: +54' - 0"
2nd Floor
EL: +41' - 0"
1st Floor
EL: +28' - 0"
Mezzanine Floor
EL: +14' - 6"
Ground Floor
EL: +0' - 0"
LEVEL S1
EL: -13' - 0"
0 10 20 40 80

SECTION C

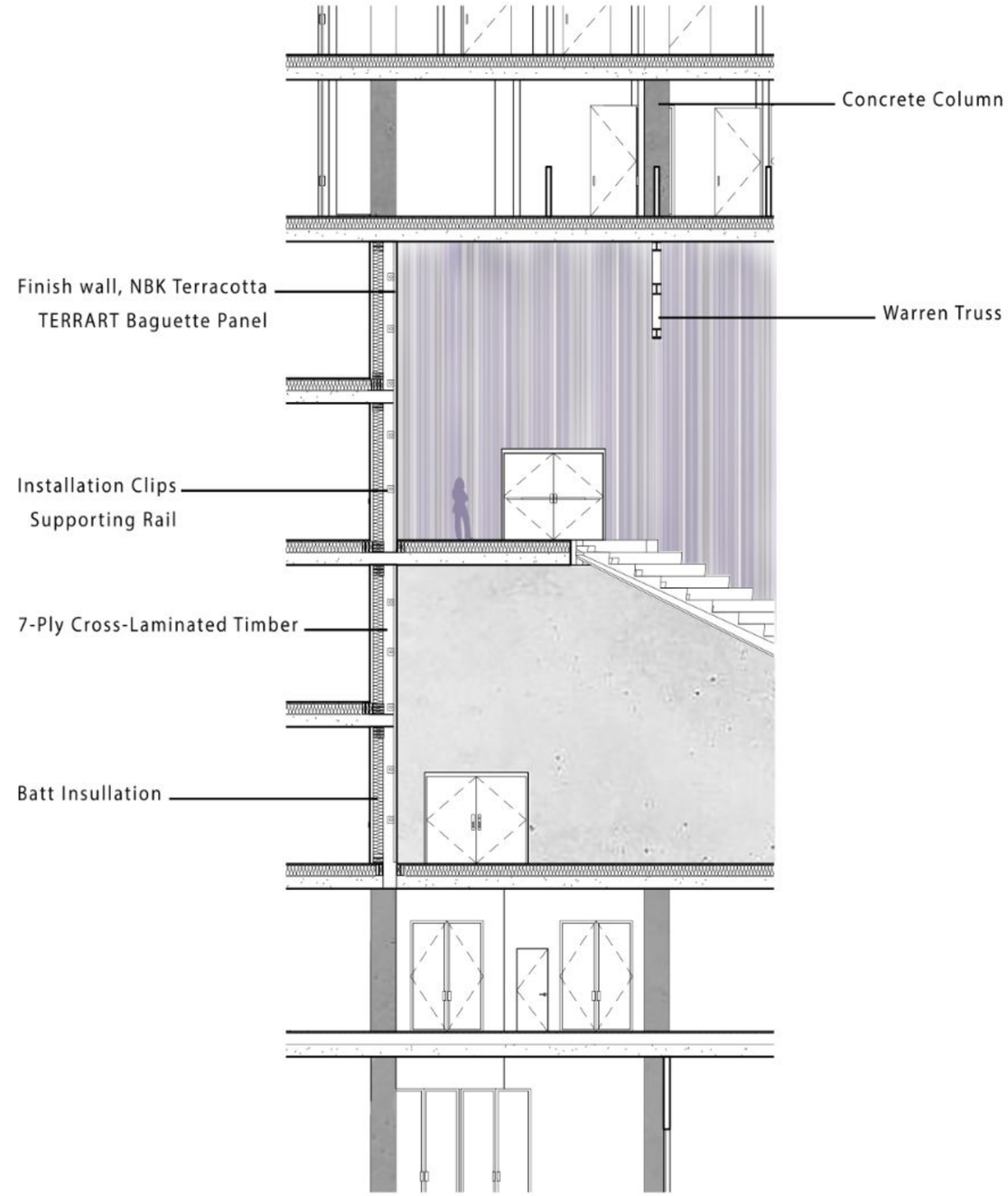
SECTION D



Wall Section Through Atrium



Wall Section Through Auditorium



NORTH ELEVATION

SOUTH ELEVATION

EAST ELEVATION

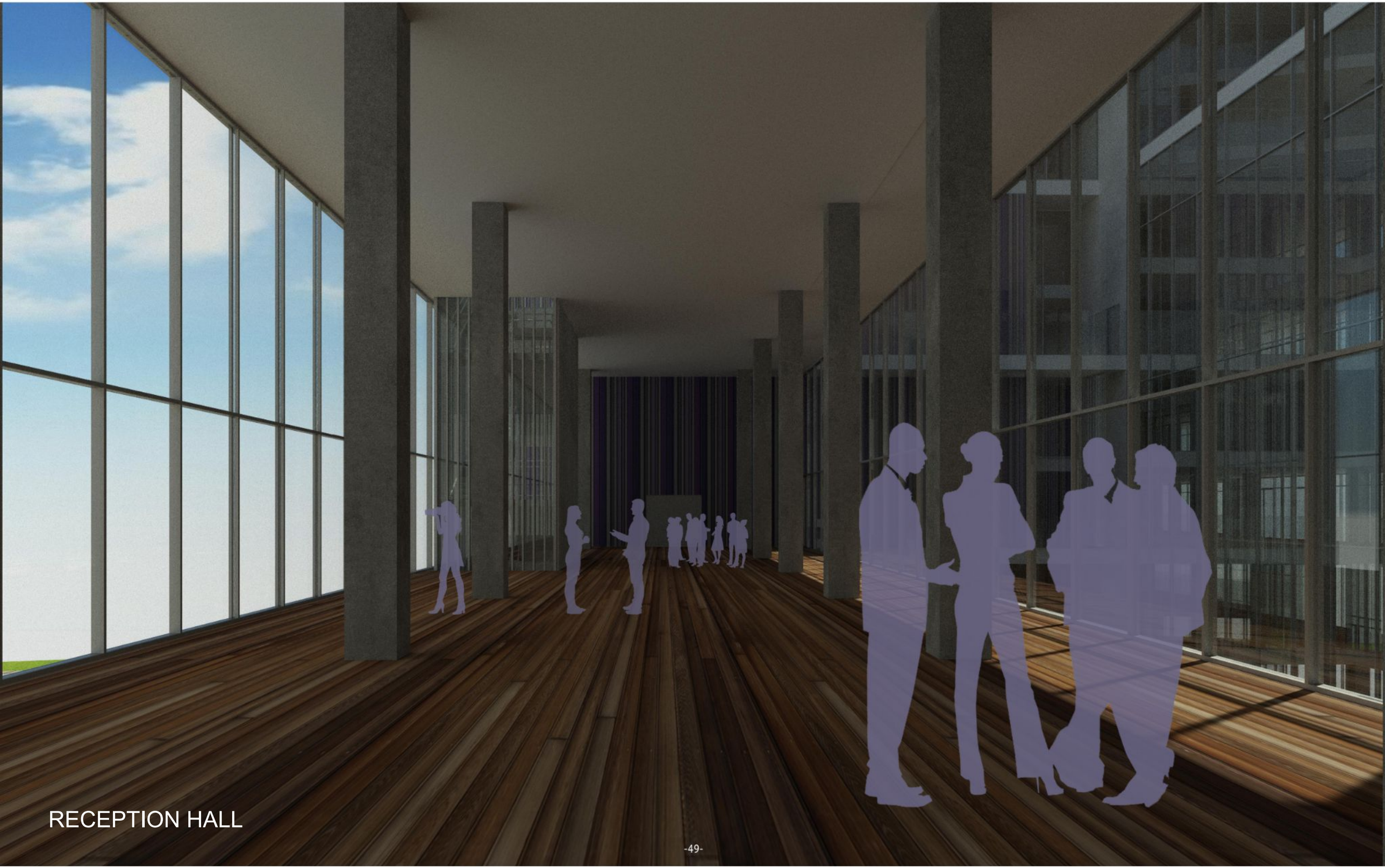
WEST ELEVATION

VIEW FROM THE NORTHERN BUILDING

ATRIUM

INTERNAL COURTYARD

AUDITORIUM



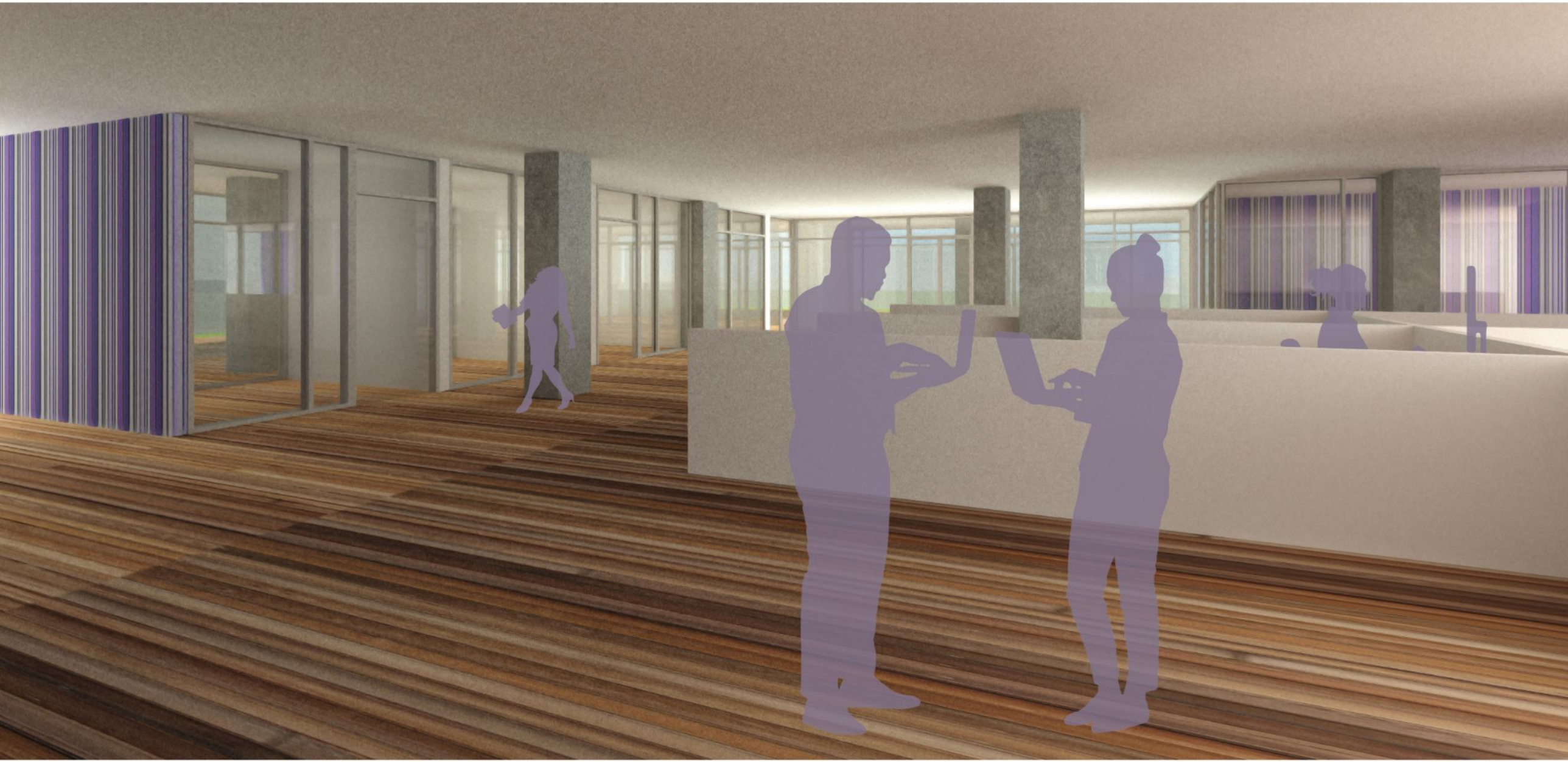
RECEPTION HALL

AUDITORIUM BALCONY

VIEW OF THE RECEPTION HALL'S ROOFTOP, RESIDENTIAL WING AND ATRIUM

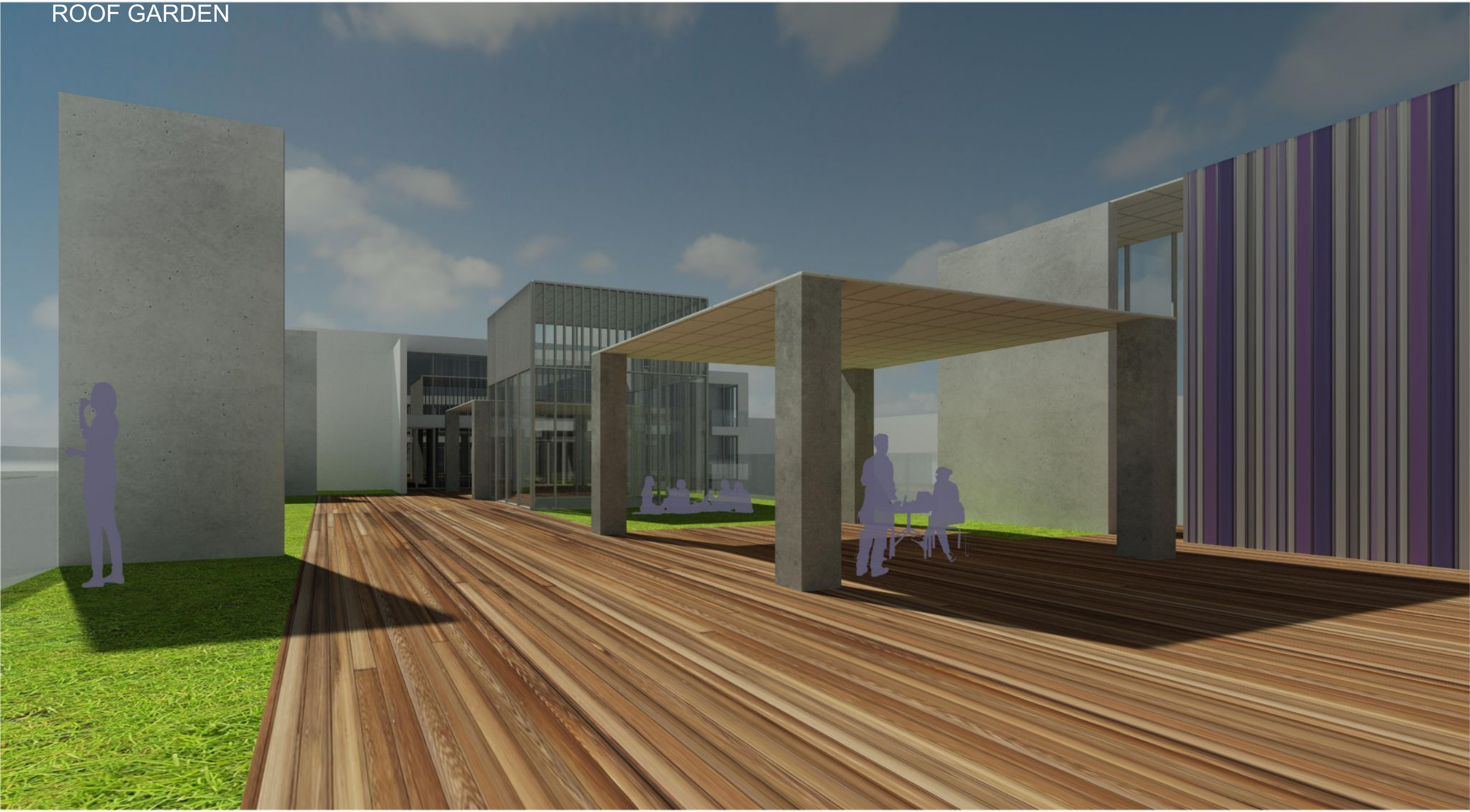
CORRIDOR FROM THE HOUSING WING TO THE OFFICE WING

OFFICE LEVEL



WORK STATION

ROOF GARDEN



VIEW FROM FIRST STREET SE

NOW
NATIONAL
ORGANIZATION
FOR WOMEN

CONCLUSION

This project is a new office building in this neighborhood and it is going to interpret the function of the organization by considering different public and private facilities. Having a more enjoyable work environment for the National Organization for Women's employees, considering housing and day care program that deviate from other standard office buildings in Washington D.C and by keeping the original character of the site while considering some public facilities, this headquarter is going to send a greater symbolic message about the women's future, a symbol that represents efforts and movements. In a way of educating people about future politics or trying to get the people together, hosting some of the most important conferences in the country, and making a platform to identify different cultures, this project is going to be a new landmark of the neighborhood.

IMAGE CREDITS

Fig. 1: Ghodousi, Shayan. December 2020. Collage image shows the world wide scale social oppression throughout the history

Fig. 2: Ghodousi, Shayan. December 2020. Collage image shows different social events throughout the history of the U.S.

Fig. 3: Women's strike for peace and equality. New York city, August 26, 1970. https://www.thoughtco.com/the-womens-strike-for-equality-3528989

Fig. 4: Ghodousi, Shayan. December 2020. Women throughout the history who fought for women's right

Fig. 5: Timeline shows some of women achievements in the U.S. government. https://thestateofourequality.weebly.com/a-brief-history.html

Fig. 6: Timeline shows different countries which women gained votes right between 1890 to 2005. http://30471410.weebly.com/a-legacy-of-gaining-womens-right-to-vote.html

Fig. 7: Ghodousi, Shayan. December 2020. Collage image shows examples of different social problems and inequality that women are facing in society.

Fig. 8: Map of the U.S. gender ratio. https://vividmaps.com/sex-raito-by-us-county/

Fig. 9: The U.S. ranking in terms of political representation. https://www.weforum.org/agenda/2019/02/chart-of-the-day-these-countries-have-the-most-women-in-parliament/

Fig. 10: (Bottom) The ratio of women in the U.S. government https://time.com/4556917/presidential-election-2016-women-government/

Fig. 11: Ghodousi, Shayan. December 2020.. Collage image shows information about National Organization for women.

Fig. 12: Map of the think tank buildings ration around the world. https://www.idrc.ca/en/perspectives/key-role-think-tanks-myanmars-development

Fig. 13: Diagram shows the role of think tanks in different fields. https://onthinktanks.org/articles/on-the-definition-of-think-tanks-towards-a-more-useful-discussion/

Fig. 14: Ghodousi, Shayan. December January 2021. Map of Washington D.C wards. https://www.arcgis.com/apps/mapviewer/index.html

Fig. 15: Ghodousi, Shayan. January 2021. Location of the women's organizations within the city. https://www.arcgis.com/apps/mapviewer/index.html

Fig. 16: Ghodousi, Shayan. January 2021. Location of the think tank buildings within the city. https://www.arcgis.com/apps/mapviewer/index.html

Fig. 17: Ghodousi, Shayan. January 2021. Map of public transportation. https://www.arcgis.com/apps/mapviewer/index.html

Fig. 18: Ghodousi, Shayan. January 2021. Map of the Washington D.C commercial zone. https://www.arcgis.com/apps/mapviewer/index.html

Fig. 19: Ghodousi, Shayan. January 2021. Map of the Washington D.C residential zone. https://www.arcgis.com/apps/mapviewer/index.html

Fig. 20: Ghodousi, Shayan. January 2021. Map of the Washington D.C green open spaces and federal core. https://www.arcgis.com/apps/mapviewer/index.html

Fig. 21: Ghodousi, Shayan. December 2020. Collage image shows site criteria.

Fig. 22: Project site aerial photograph. Google Maps.

Fig. 23: May, 2004. the National Geospatial Agency.
https://www.jdland.com/dc/yards-parcela.cfm

Fig. 24: 2007, the National Geospatial Agency.
https://www.jdland.com/dc/yards-parcela.cfm

Fig. 25: 2013, Before and after demolition.
https://www.jdland.com/dc/yards-parcela.cfm

Fig. 26: 2014, Proposed Zoning. https://www.jdland.com/dc/yards-parcela.cfm

Fig. 27: 2015, Before the parking lot was reconstituted and the northern park area built. https://www.jdland.com/dc/yards-parcela.cfm

Fig. 28: 2016, The Trapeze School New York's DC location has moved into this structure. https://www.jdland.com/dc/yards-parcela.cfm

Fig. 29: 2017, Parcel A, Certain wags have taken to calling this new public space ``Spooky Park`` in honor of its previous tenants.
https://www.jdland.com/dc/yards-parcela.cfm

Fig. 30: CATO Institute exterior photograph.
https://www.gensler.com/projects/the-cato-institute

Fig. 31: CATO Institute interior photograph.
https://www.gensler.com/projects/the-cato-institute

Fig. 32: Cato Institute conference hall.
https://www.clarkconstruction.com/our-work/projects/cato-institute-expansion-and-renovation

Fig. 33: CATO Institute interior photograph.
https://www.clarkconstruction.com/our-work/projects/cato-institute-expansion-and-renovation

Fig. 34: Peterson Institute for International Economics exterior photograph.
https://www.kpf.com/projects/peter-g-peterson-institute-for-international-economics

Fig. 35: Peterson Institute for International Economics main entrance.
https://www.kpf.com/projects/peter-g-peterson-institute-for-international-economics

Fig. 36: Peterson Institute for International Economics open office area.
https://theinkblotnews.com/9115/opinion/diversity-dominates-discussion-lacking-in-the-workplace/

Fig. 37: Peterson Institute for International Economics Conference hall.
https://www.openphilanthropy.org/focus/us-policy/macroeconomic-policy/peterson-institute-international-economics-macroeconomic-projects

Fig. 38: Center for International Governance Innovation exterior photograph.
https://www.facebook.com/cigionline/

Fig. 39: Center for International Governance Innovation lobby.

Fig. 39: Center for International Governance Innovation lobby.
https://www.thestar.com/entertainment/2012/03/02/jim_balsillies_new_waterloo_school_gets_high_marks.html

Fig. 40: Center for international Governance Innovation central courtyard.
https://www.pinterest.com/pin/430797520588617401/

Fig. 41: Center for international Governance Innovation Lobby.
https://villagephotographer.wordpress.com/tag/public-art-installation/

Fig. 42: Center for international Governance Innovation Conference hall.
https://commons.wikimedia.org/wiki/File:CIGI_Auditorium.png

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https://www.cigionline.org/

NATIONAL
ORGANIZATION
FOR
WOMEN
UNION COUNTY CHAPTER
NATIONAL
ORGANIZATION
FOR WOMEN