



MASS

AT

TEN

“The question is not what is the cost of architecture, but what is the cost of not having architecture.”

—Dr. Paul Farmer, Founder of Partners In Health

^ The University of Global Health Equity. Butaro, Rwanda. Opened January 2019.

< Butaro Oncology Housing & Support Centre. Butaro, Rwanda. Opened August 2019.



Our mission is to build,
research, and advocate
for architecture that
promotes justice and
human dignity.

WHAT DOES THAT MEAN

We offer design and architectural services to nonprofit organizations, public entities, and communities that need it most.

THE PRICE OF INDIGNITY

Access to architecture has been made inaccessible and exclusive, available only to those who can afford it. Disparities in our built environment perpetuate social and environmental injustices globally.

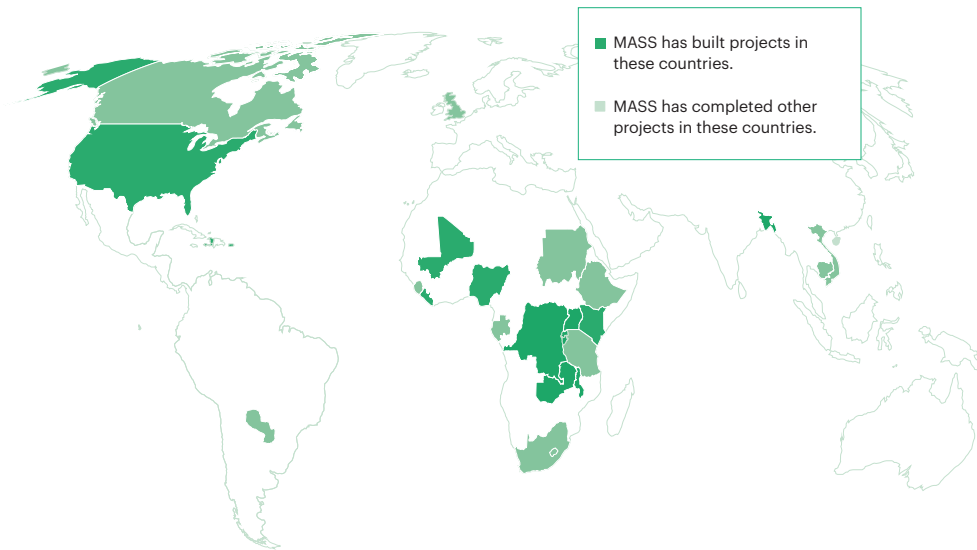
A NEW MODEL OF PRACTICE

MASS—a Model of Architecture Serving Society—seeks to change these power dynamics and create a more publicly accountable architecture field. And with your help, we can do this together.

In our first ten years,
MASS has 30 projects
built or in construction.

\$200,000,000
in built value

400,000
SQ FT
built



We are building a
movement of designers
committed to serving
the public good.

8,000
PEOPLE
hired through locally-sourced construction

400
PEOPLE
have worked at MASS

Everyone
deserves
good
design.

\$8,000,000
donated to mission-driven projects

110,000
HOURS
of design services donated to our partners

500,000
PEOPLE
served by MASS projects

We have partnered with
over 100 organizations in
21 different countries.

\$80,000,000
unlocked in philanthropic dollars to our projects

2.77
MILLION
views of 4 MASS team
TED Talks

Our work has been recognized in over 500 publications in the past year.

Notable Press

The New York Times. "The Writing on the Wall: Voices of the Incarcerated," 2019

Curbed. "How new memorials reckon with gun violence in America," 2019

Time Magazine. "The National Memorial for Peace and Justice: The World's 100 Greatest Places of 2018," 2018

5 **The New York Times.** "A Lynching Memorial Is Opening. The Country Has Never Seen Anything Like It." 2018

The Washington Post. "A powerful memorial in Montgomery remembers the victims of lynching," 2018

1 **Dallas Morning News.** "The single greatest work of 21st century American architecture will break your heart," 2018

2 **The New York Times.** "In Haiti, a Building Fights Cholera," 2017

3 **ARCHITECT Magazine.** "Editorial: MASS at Scale," portfolio issue of the magazine dedicated to MASS Design Group, 2017

Recent Awards

Ranked #4 Architecture Firm in Design
Architect Magazine, 2019

A+ Award: Religious Buildings & Memorials
Architizer, 2019

BSA Honors Award for Design Excellence
Boston Society of Architects, 2019

J. Irwin and Xenia S. Miller Prize
Exhibit Columbus, 2018

Ashden Award for Sustainable Building
Ashden, 2018

4 **National Design Awards: Architecture Design**
Cooper Hewitt, 2017

"It is the single greatest work of American architecture of the 21st century."

—Mark Lamster, Dallas Morning News



"Since MASS began in 2008, what has been central to their ethos and approach is that architecture must be both beautiful and centered on the dignity of the people it serves"

—Chelsea Clinton, introducing MASS at the Cooper Hewitt Design Awards



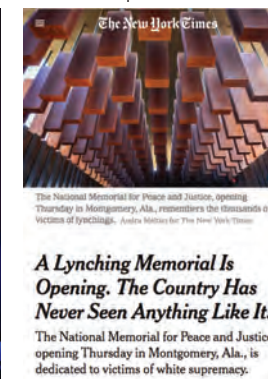
2



3



4



5



Why is a nonprofit architecture firm necessary?

All organizations hit a spatial constraint at some point in their lifetimes, and the corresponding investment can either threaten their entity's livelihood or amplify their capacity and impact. We have found that making early cost-effective and strategic design decisions can be the difference between transformative growth or ongoing financial burdens for a mission-driven organization. We have created a nonprofit practice optimized to expand the marketplace for design services to those who need it most.

We work with visionary partners who have an agenda to achieve radically positive change. Philanthropic income allows us to deploy design expertise on the frontlines of the world's most pressing challenges. We set up the Catalyst Fund to seed early-stage ideas and accompany partners through all stages of a capital project. The Catalyst Fund is a base of unrestricted capital that we invest to effectively "catalyze" a project's path to completion.

How the Catalyst Fund works

1

Partners and team members identify issues where design can better influence social and environmental justice.

2

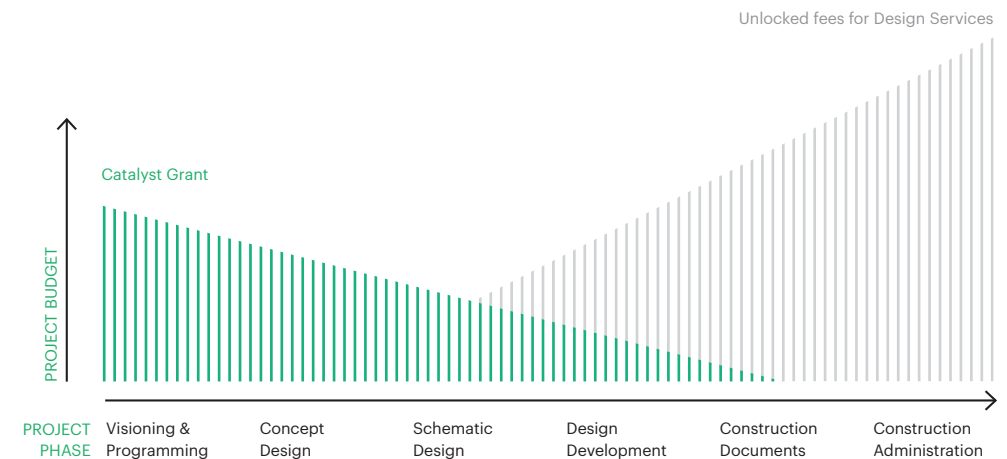
Anyone at MASS can pitch a project, and our principals and board review and approve a donation of services.

3

We engage with our partners and their stakeholders to develop a vision.

4

We leverage visioning and design work to unlock funding necessary to bring a project to fruition.



“By translating obstacles into opportunities and aligning shared vision and purpose with practical paths forward, the Catalyst Fund advances the powerful design thinking needed to address the social problems of our day.”

—Diane Ives, Kendeda Fund

An aerial photograph of a bustling urban scene. In the foreground, a modern building with a white, angular, multi-faceted roof stands out. To its left is a lush area with many palm trees. A wide, paved road runs horizontally across the middle of the image, filled with various vehicles including cars, buses, and trucks. People are walking along the sidewalks. In the background, a dense residential area with many small, closely packed buildings is visible. The overall atmosphere is one of a busy, developing city.

By providing early support, we partner with organizations to build projects that might otherwise not happen.

New Redemption Hospital

Caldwell, Liberia

The Challenge

From 2014-2016, West Africa experienced the deadliest Ebola outbreak in history, with more than 28,000 infections and 11,000 fatalities. At the moment of this outbreak, Liberia's health system was still recovering from a civil war that had destroyed 354 of the country's 550 medical facilities. Rampant infection was exacerbated by the nation's fragile health infrastructure, and the hospital became the epicenter of death.

After Ebola, a better hospital was necessary to rebuild trust in Liberia's healthcare system.



"[MASS's] approach to design a beautiful hospital—sustainably—using local products, such as our nation's precious rubber wood is important for our nation's economic development. Our nation has suffered through many great ordeals and this hospital will be a beacon of hope for our people."

—Ellen Johnson Sirleaf, former President of Liberia

Our Process

At the time of the outbreak, MASS was working with Liberia's Ministry of Health to develop national healthcare design standards that would inform new infrastructure development and policy. This 10-year vision was put on hold when Ebola hit in 2014, and the government shifted focus to deploy the World Bank's emergency response package. International aid was restricted to support medical equipment and training programs, with no investment in permanent infrastructure development that would prevent future outbreaks.

Using Catalyst funds, MASS staffed a team on the ground to accompany the Ministry of Health and build a case for long-term health infrastructure investment. Strategic capital planning—backed by our team's medical research—led to a \$14MM grant from the World Bank to create the New Redemption Hospital Caldwell. Currently in construction, this 350-bed hospital will become a centerpiece of Liberia's comprehensive medical service delivery.



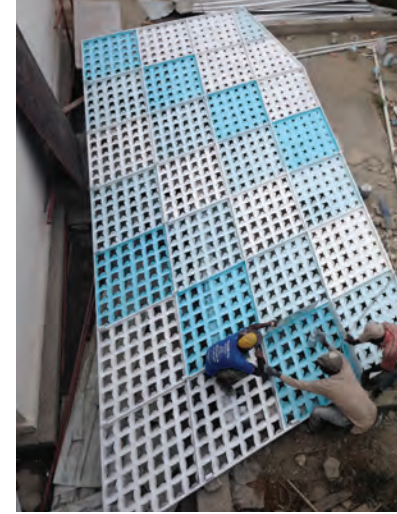
Cholera Treatment Center

Port-au-Prince, Haiti

The Challenge

In 2010, a 7.0 magnitude earthquake struck Haiti just off the coast of Port-au-Prince, killing an estimated 200,000 people and devastating the nation's infrastructure. Les Centres GHESKIO, the first research institution in the world dedicated specifically to the fight against HIV/AIDS, was treating over 600,000 patients annually at the time. GHESKIO's facilities were destroyed, along with 50 other healthcare centers across Haiti. In the months following the earthquake, an epidemic of cholera—a curable, waterborne disease that had not previously existed in Haiti—plagued the recovering nation.

What enabled cholera and crippled Haiti was a complete failure of the built environment.



“I’m happy I participated. I contributed to something that is useful for my country. My work supports a whole community—my community—because I’m an artisan working here.”

— Mackenzy Vil, sculptor and metal fabricator based in Port-au-Prince, Haiti

Our Process

At the height of the cholera outbreak in 2010, GHESKIO's founder Dr. Jean William Pape opened temporary tents to treat cholera patients—a necessary but inherently insufficient solution to heal the nation's broken infrastructure. MASS began working with GHESKIO in 2010 to rebuild their Tuberculosis Hospital and create the first permanent center designed to treat cholera. Dr. Pape's request was simple and revolutionary: Could the center treat patients with dignity while addressing Haiti's systemic infrastructural shortcomings?

We invested Catalyst resources and fundraised additional capital, securing \$1MM to help GHESKIO respond to the medical needs of Port-au-Prince residents. The center provides a comfortable, dignifying space for the treatment of cholera, while also working to stem the spread of the disease. Rainwater collection and purification provides clean water for use, and an on-site waste management system treats over 250,000 gallons of sewage a year. The project offers an alternative to typical investment in a disaster-relief context: leveraging local crafts and skills, and addressing the root causes of disease to create dignifying solutions that last.



Gun Violence Memorial Project

Traveling installation, United States of America

The Challenge

Gun violence is a national epidemic that touches every community in America. The sheer scale of this epidemic often reduces victims of gun violence to statistics and ideas of change to empty promises. In 2018 the founders of Purpose Over Pain, the Chicago-based advocacy organization for parents who have lost their children to gun violence, asked MASS and artist Hank Willis Thomas to pursue a memorial that would honor and commemorate victims of gun violence.

“You hear those numbers all the time, but you never tie names to them. I wanted you to see who my son was.”

— Pamela Bosley, Founder of Purpose Over Pain
Mother of Terrell Bosley

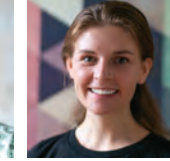
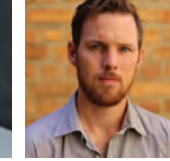


Our Process

MASS allocated Catalyst resources to begin framing a participatory memorial process that would communicate both the enormity of this collective issue and the depth of individual stories. The Gun Violence Memorial Project invites families to contribute remembrance objects in honor of loved ones who have been taken by gun violence. Remembrance objects are encased within a “glass brick,” displaying the name, year of birth, and year of death of the individual. Each glass house is constructed from 700 bricks, the average number of gun deaths in one week in the United States.

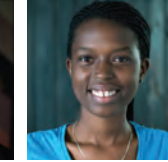
The first installation of the Gun Violence Memorial Project is open at the Chicago Cultural Center through January 2020, and has received over 300,000 visitors since September. In Spring 2020, the four houses will travel to Washington, DC, to open at the National Building Museum. We believe that portraying the gravity of this epidemic through the built world can open new avenues for discussion and learning, creating permanent spaces for advocacy to unfold.

Our first, largest,
and longest-
running project is
the design of our
practice.



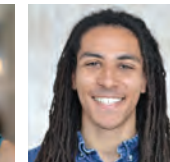
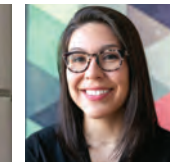
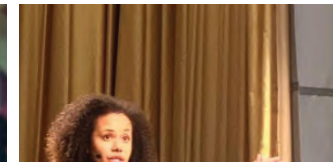
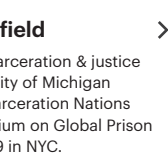
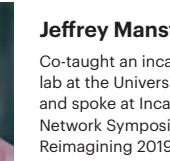
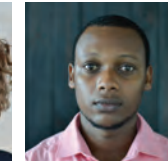
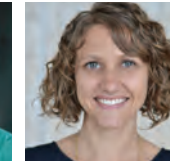
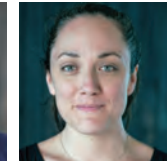
◀ Shakira Nyiratuza

Became a fellow of TechWomen2019, which aims to empower and connect women leaders in STEM from Africa, Central and South Asia, and the Middle East.



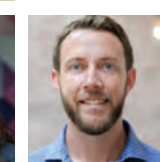
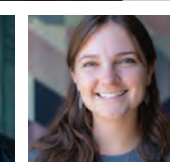
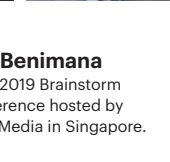
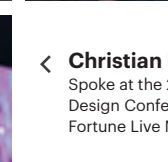
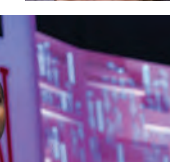
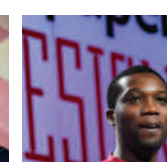
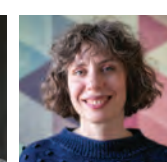
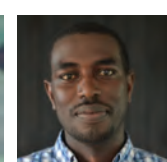
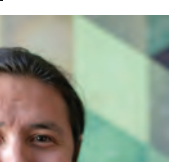
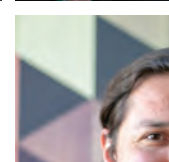
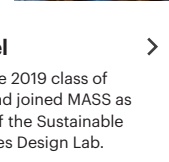
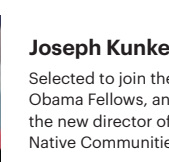
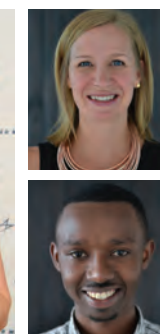
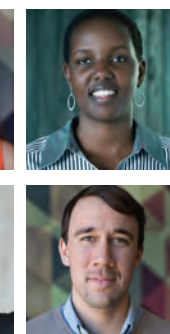
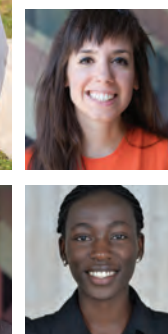
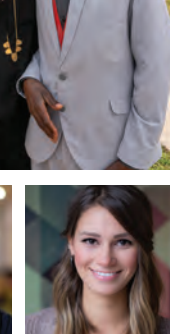
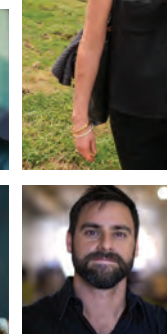
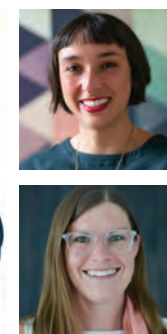
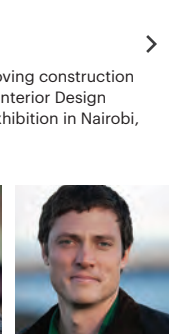
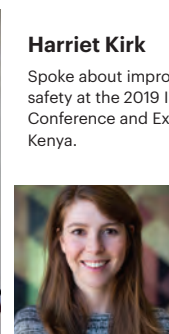
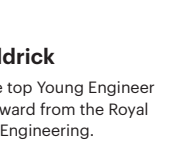
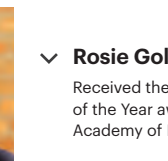
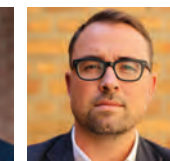
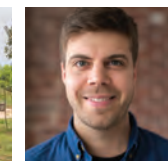
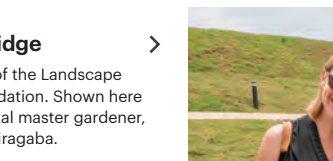
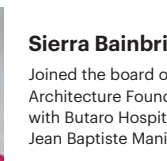
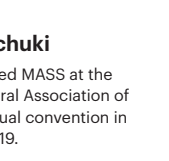
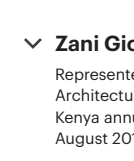
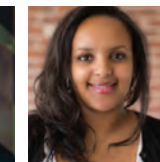
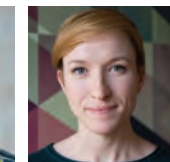
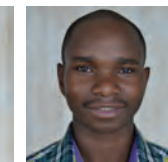
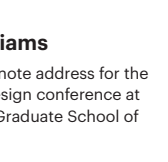
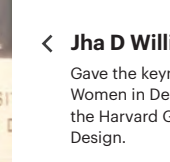
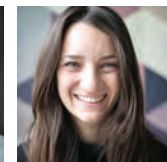
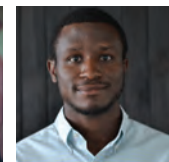
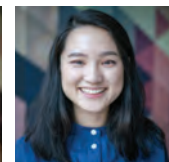
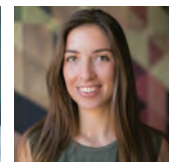
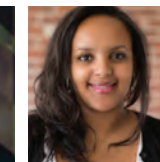
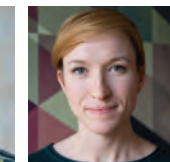
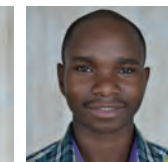
Jeffrey Mansfield ▶

Co-taught an incarceration & justice lab at the University of Michigan and spoke at Incarceration Nations Network Symposium on Global Prison Reimagining 2019 in NYC.



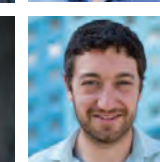
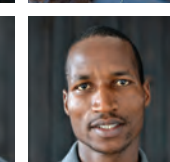
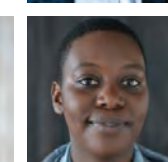
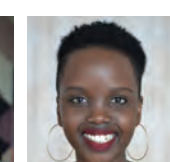
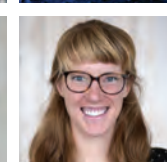
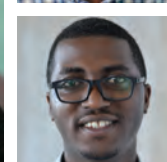
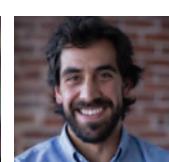
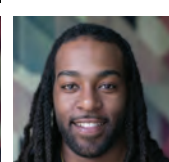
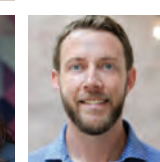
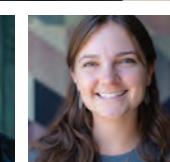
◀ Jha D Williams

Gave the keynote address for the Women in Design conference at the Harvard Graduate School of Design.



◀ Christian Benimana

Spoke at the 2019 Brainstorm Design Conference hosted by Fortune Live Media in Singapore.



From our Kigali office, we will build more over the next year than we have in the last ten.

Currently in Construction

- 1 The University of Rwanda Center of Excellence in Biomedical Engineering & E-Health Kigali, Rwanda
- 2 Rwanda Institute for Conservation Agriculture Bugesera, Rwanda
- 3 The Ellen DeGeneres Campus of the Dian Fossey Gorilla Fund Kinigi, Rwanda
- 4 Munini District Hospital Munini, Rwanda
- 5 New Redemption Hospital Caldwell, Liberia
- 6 Nyarugenge District Hospital Kigali, Rwanda
- 7 African Leadership University Kigali, Rwanda
- 8 Western Serengeti Research Center Grumeti Reserve, Tanzania
- 9 Samajik Medical College Diabari, Bangladesh
- 10 African Centre of Excellence for Genomics of Infectious Diseases Ede, Nigeria



1



2



3



4



5



6



7



8



9



10

Where is design needed most?

We are advancing research, training, and design partnerships in new domains where architecture can catalyze social change. These priority areas will guide the next decade of our practice.

- **Restorative Justice**
Can design create a more humane system of justice that restores individuals and communities?



- ▼ **Fringe Cities**
How can design build community wealth and catalyze investment in small American cities on the fringe between urban and rural?



- ▼ **Sustainable Native Communities**
How can design accompaniment close the housing gap in Indian Country?



- ^ **Food Systems**
How can our food system be redesigned to value social, economic, and environmental justice?
- < **Climate and Conservation**
How can we leverage design and building processes to radically decrease carbon emissions and strengthen ecosystems?

MASS.

Boston

334 Boylston Street, Suite 400
Boston, MA 02116
hello@massdesigngroup.org
+1 857 233 5788

Kigali

Kigali Heights
Plot 772, KG 7 Ave
Kacyiru, Kigali
kigali@massdesigngroup.org
+250 723 571 138

Poughkeepsie

Hudson Valley Design Lab
337 Main Street, #3F
Poughkeepsie, NY 12601
hvdl@massdesigngroup.org

Santa Fe

1807 Second Street #32
Santa Fe, NM 87505
hello@massdesigngroup.org

London

Switchboard Studios, Uplands Business Park,
Blackhorse Ln, London E17 5QJ

Cape Town

163 Bree St
Cape Town, South Africa
abrose@mass-group.org

massdesigngroup.org

MASS Design Group is a 501(c)3 nonprofit architecture and design collective with offices in Rwanda, the United States, United Kingdom, and South Africa. Our mission is to research, build, and advocate for architecture that promotes justice and human dignity. We support partners to advance their impact through the built environment, including architectural design, master planning, landscape architecture, engineering, and strategic planning, as well as research, evaluation, education, and policy development.