Timeline diagram labels:

Centuries: 13th c | 14th c | 15th c | 16th c | 17th c | 18th c | 19th c | 20th c | 21st c | 22nd c | 23rd c | 24th c

Years: y1 | y2 | y3 | y4 | y5 | y6 | y7 | y8 | y9 | y10 | y11 | y12

Months: jan | feb | mar | apr | may | jun | jul | aug | sep | oct | nov | dec

Module 1: guild formation | standardization | professionalization | mass customization

Module 2: edu(ug) | edu(gr) | exm | exp(idp) | firm formation | leadership | contract | mktg

Module 3: mktg | sd | dd+rfp | awd(d/b) | cd | awd(b) | bim | collaborative mtg | applied research | l&l

Module 4: mktg | pm | ca | sd | eval

module **1** / module **2** / module **3** / module **4**

ARCH 6XXX: The Practice of Architecture 1
College of Architecture / Georgia Institute of Technology

Ennis Parker, Professor of the Practice / eparker@brookwoodgroup.com
Stuart Romm, Senior Lecturer / stuart.romm@coa.gatech.edu

Credits: 3-0-3 (3 semester hours)

Prerequisites: Graduate standing, or junior or senior standing in architecture undergraduate program.

Overview:

Whereas the vital core of architectural education, the design studio, inherently prioritizes the *forms* of architecture in their *spatial* dynamics, this course examines the critical transition to practice through the *processes* of architecture in their *time* dynamics. Akin to the accelerating speed of contemporary change itself, this course requires a fast ride through both synchronous and asynchronous timeframes: viewing 1] the long-wave lifecycle of the collective profession through its component short-wave lifecycles at telescoping scales of 2] individual career paths, then 3] individual project trajectories, and ultimately 4] the fine grain of individual daily routines.

In fact, these simultaneous claims on architecture by the collective and the individual suggest a rapid oscillation between two often competing orientations: a view of architectural practice from its identification as a profession (its history, its ideological structure, its ethical obligations to society), and a view of architectural practice from its marketplace orientation, considering its role in the dynamics of global capitalism.

In **Module 1**, the course constructs provisional scaffolds exemplifying these ideological and socio-economic frameworks, to aid in the difficult bridging from "espoused theory" to "theory-in-use". Several guest lecturers will address both the profession's history and its future as it responds to its changing socio-economic context, including the twin challenges of rapid globalization and environmental/social sustainability. From these vantages we examine an individual's career path, from architectural education, through internship and licensure.

In **Module 2**, subsequent leadership roles in the architectural firm will be explored, incorporating approaches to firm organization and legal/financial structures. Workshops will address the solicitation/acquisition of a project through marketing and client contract negotiations, and lectures will introduce basic financial concepts such as fee determinations and project budgeting. This sequence culminates in a brief survey of extended, cross-disciplinary career possibilities, including an overview of emerging entrepreneurial opportunities.

Course Grading: (each component 25%): 1] short exam on Module 1 content (first 7 weeks), 2] resume / portfolio workshop submittal, 3] short exam on Module 2 (second 7 weeks), and 4] firm organization and RFP workshop(s) submittal. Class attendance will be recorded via a sign-in sheet at each lecture, and an 'extra-credit' component, consisting of an A grade for 2 total absences or less, an A- grade for 3 absences, or a B grade for 4 absences, will factor in as a fifth component in the final course grade evaluation (reducing all components to 20%), if the cumulative grade average across the first four components will benefit from the averaging over five components.

Students with Disabilities may request classroom accommodations via: Dan Carlson, Asst. Dean / e-mail: dan.carlson@vpss.gatech.edu, or 404-894-2564

Academic Integrity expectations, see: http://www.deanofstudents.gatech.edu/integrity/

Course Outline

Week 1

Jan 10 | **Introduction**

Course orientation; requirements and procedures.

Jan 12 | **Overview**

An overview of architectural practice in a marketplace democracy - the participants, the transactions, the webs of relationships - considered from the fundamental relationship of the individual to the collective.

- Diary
- Covenant
- Contract
- Transactions
- The individual and the collective
- Decision making or sense making
- Design and art vs. business and management
- Specialists and generalists
- Fisher, Thomas R.. "Design in a World of Flows", [In the Scheme of Things / Alternative Thinking on the Practice of Architecture], pp. 1-25.

Week 2

Jan 17 | **Ideological frameworks: the architecture profession**

A view of architectural practice from its identification as a profession, its history and place among the professions, its ideological structure, its obligations to society.

- A. Patrons and professionals
- B. Ethics and public accountability
  - State registration laws and the AIA Code of Ethics.
  - Cuff, Dana. [Architecture: The Story of Practice], Chapter 2, "Beliefs and Practice".
  - AIA/Gerou. [Architecture Student's Handbook of Professional Practice], Chapter 1.2, "Ethics and Professional Conduct".
  - Rorty, Richard. [Contingency, irony, and solidarity], Chapter 2, "The contingency of selfhood", pp. 23-43.

Jan 19 | **Socio-economic frameworks: the marketplace**

A view of architectural practice from a marketplace orientation, considering its role in the dynamics of 21st century capitalism.

- A. Consumers and producers
- B. Needs and desires gratification
  - Hawthorne, Christopher, [The New York Times], "Goodbye Fountainhead, Hello Kibbutz", 04/27/03
  - Foster, Hal, [Design and Crime (and other diatribes], "Master Builder", pp. 27-42
  - Rorty, Richard. [Contingency, irony, and solidarity], Chapter 3, "The contingency of community", pp. 44-69.

Week 3

Jan 24 | **Producing projects: relationships between project stakeholders**

A broad overview of how architects deliver services based on the key relationships between the various stakeholders, that is, parties to the construction process.

- A. Traditional project delivery basics
- B. Design-Build project delivery intro
- C. Integrated Project Delivery intro

Jan 26 | **Consuming projects: the broader public's relations to the built environment**

A look at evolving public relationships to the 'product' of architecture, as seen primarily from the client/user's vantage point. Views the shift in strategic marketing from a production-oriented market to a consumer-oriented market.

- Kieran, Stephen. "The Architecture of Plenty: Theory and Design in the Marketing Age", [Harvard Architecture Review], No. 6, pp. 106-113.

Week 4

Jan 31 | **Contemporary issues: local and global practice / ethical and cultural concerns**

An overview of the far-reaching consequences accompanying industrial standardization, mass-customization, and cross-boundary practice.

- A. Production standardization and consumer customization
- B. Global competition and non-western modes of practice
  - Johnston, George. "Traveling Professions: How Local Contingencies Complicate Globalizing Tendencies in the Standardization of Architectural Practice".

Feb 02 | **Contemporary issues: impact of sustainability priorities / LEED program overview**

A look at the emerging challenges created by rapidly expanding relationships at the global/local scale, and the priorities of sustainability and environmental citizenship.

A. Frameworks for locally and globally responsible sustainable design
B. Evolution of LEED program and future regulatory codes
  ◦ "Sustainable Design".

Week 5

Feb 07 **Contemporary issues: impact of new technologies (BIM, Integrated Project Delivery)**

A view into new project delivery systems with a focus on Integrated Project Delivery, including the advanced opportunities of the BIM paradigm.
A. Emerging trends
  Learning from other professional models: Medical, legal, and engineering
  "Mosaic" and "Nomadic" paradigms
B. Non-building alternatives
  Teaching and research
  • Fisher, Thomas R., [In the Scheme of Things / Alternative Thinking on the Practice of Architecture], "The Redesign of Practice", pp. 91-102.

Feb 09 **Contemporary issues: learning from models of medical, legal, and engineering practice**

The future of the architecture profession is considered with respect to its ability to respond to its rapidly changing socio-economic context.

Week 6

Feb 14 **Career paths: career entry / job seeking (résumé and portfolio workshop)**

A synopsis of the preliminary path to practice, including architectural education and initial job searches.

A. Architectural education
B. Personal résumés and portfolios
  • Kim, Grace. [The Survival Guide to Architectural Internship], Chapter 3, "The Job Search", pp. 27-68.

Feb 16 **Career paths: career entry / job seeking (interviewing workshop)**

A continuation of the workshop related to initial job searches: the interview.

A. Optimizing one's interviewing techniques.
B. Starting wages, salaries, benefits, and related concerns
  ◦
    AIA Compensation Report, A Survey of U.S. Architecture Firms 2011

Week

Feb 21 **Career paths: early years of employment and intro to IDP**

An overview the entry path to practice as a professional, focusing on compensation issues and an introduction to the IDP program.
A. NCARB 'Career Building Blocks' overview of IDP
B. NCARB IDP 2.0 Guidelines
  ◦ 69-98.

Feb 23 **Career paths: IDP and the ARE exam**

Continuing look into IDP and the ARE, plus an intro into lead positions in the architectural firm (buy-in, non-compete, etc.)
A. IDP requirements, and ARE basics
B. NCARB and reciprocity.

Week 8

Feb 28 | **Career paths: lead roles in the architecture firm**

A look at how firms, existing in practice for some time, groom new leadership, position themselves relative to markets and clients, and survive growth and change.
- A. Ownership within ongoing firms
- B. Further entrepreneurial opportunities

Mar 01 | **Career paths: Starting a new practice**

An overview of starting up a new firm.

- A. Formation of new firms.
  - AIA/Moreno. [Architect's Handbook of Professional Practice, Student Ed.], Chapter 4.1, "Starting an Architecture Firm".

Week 9

Mar 06 | **Career paths: Firm legal structure**

How architecture firms are organized and behave according to certain basic principles established in state and federal law.
- A. Comparative legal attributes of legal structures.
- B. Sole propietorships, partnerships, and corporations.
  - AIA/Croessmann. [Architect's Handbook of Professional Practice, Student Ed.], Chapter 4.2, "Firm Legal Structure".

Mar 08 | **Career paths: Begin 'Starting a New Firm' workshop (and introduce future RFP)**

Week 10

Mar 13 | **Career paths: Presentations - 'Starting a New Firm' workshop (and introduce future RFP)**

Team presentations of firm organization in business plan, and interview for start-up capital.

Mar 15 | **Career paths: Presentations - 'Starting a New Firm' workshop (and introduce future RFP)**

Team presentations of firm organization in business plan, and interview for start-up capital.

Week 11

Mar 20 | **Spring Break**

Mar 22 | **Spring Break**

Week 12

Mar 27 | **Offering professional services: standard architect / client relationships**

A preliminary examination of the traditional terms of agreement between an architect and client, as represented by the current AIA Document B-101-2007 edition.
- A. Types of Owner-Architect Agreements
- B. Basic scope of services and phases
  - ○ AIA/Dunn. [Architecture Student's Handbook of Professional Practice], Chapter 11.1, "Agreements with Owners".
  - AIA Document B101, Standard Form of Agreement Between Owner and Architect - 2007 Edition (only pages shown in class slides)

Mar 29 | **Offering professional services: fees and financial management**

An introduction to basic financial concepts as related to offering professional services: foregrounds budgeting, pricing (fees), contracting, and cost-control.
- A. Compensation for services
  Fixed fees, percentage-of-construction-cost, & cost-plus fees
- B. Computer applications for project budgeting
  - Methods of Compensation, [Compensation Guidelines, AIA]
  - AIA/Davis. [Architecture Student's Handbook of Professional Practice], Chapter 6.2, "Architectural Services and Compensation".

Week 13

Apr 03 | **Organizing and managing projects / managing risk**

A discussion of approaches to, and techniques for, planning, organizing, staffing, and controlling a firm's projects. Also an overview of managing the risks inherent in design and building, including a discussion on liability insurance.
- B. Computer applications for project management

C. Insurance and liability
- Lessons in Professional Liability, [Excerpt, XL Insurance Contract Guide]

Apr 05 | **Presentations: RFP responses**

Team presentations of RFP in interview format.

Apr 10 | **Presentations: RFP responses**

Team presentations of RFP in interview format.

Apr 12 | **Career paths: breaking boundaries in non-traditional roles (guest presenter)**

Modes of practice that overturn conventional role definitions and consider outside-the-box possibilities in the interest of furthering "excellent practice".
- A. Public sector architecture
- B. Architect as client
- C. Facility management
  - ○ pp. 179-210.

Apr 17 | **Career paths: cross-cutting disciplinary roles (guest presenter)**

Modes of practice that prioritize interdiscipliary collaboration and consider newly emerging organizational paradigms in a global market.
- A. Related disciplines: urban design, environmental design/engineering
- B. Cross-currents between new building-performance technologies.

Apr 19 | **Career paths: extended roles in development and construction (guest presenter)**

An indepth account of increasing alternative career possibilities - inside and beyond the architect's office, allying with experts in finance and construction.
- A. Design/Develop
- B. Design/Build

Apr 24 | **Jury Week**

Apr 26 | **Jury Week**