ARCH 5923 Methods IX - Entrepreneurial Architect and Leadership
Vignettes on Executive Virtues

Offered: Fall
Course Delivery: Lecture

Instructor: Marjorie P. Callahan – AIA, LEED AP
Office: GH 268
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Phone: 405.325.3866
Office Hours: By Appointment

Class Hours: MWF 10:30am-11:20pm
Final Exam: 12/16, Friday 8-10am
Location: MFPH / Price Hall #3010 (Class and Final Examination)

Learning Management System: https:

Graduate Prerequisites: ARCH 4723, ARCH 4756, and ARCH 4333 with a grade of C or better
Graduate Co-requisites: ARCH 4956; or permission of director
Undergraduate Prerequisites: ARCH 4723, ARCH 4756, ARCH 4333 with a grade of C or better.
Undergraduate Co-requisites: ARCH 4956; or permission of director.

Concept
It is widely understood that Virtues are character traits humans need in order to flourish individually and as members of community. This course will look to extend and deepen its focus to embrace and cultivate virtuous thinking.

This seminar explores how design creates value and how project leadership maintains value. Today’s shifting trends of technology, economies and political realms offer unprecedented architectural opportunities and challenges. Students will engage in a process of reframing the questions and raising engagement to find solutions to class challenges.

Fundamental visions, golden temperament, shrewd strategy will be considered in regards to some of the profession’s best work, sometimes as a response to irritation. Entrepreneurial and architectural business presentations will inspire discussion on leadership issues of cultural and environmental sustainability, executive virtues, political activism, and the changing role of the Construction Industry profession. Innovative methods of performance as related to our profession will be explored.

Course Catalog Description

ARCH 4923 Methods IX - Entrepreneurial Architect and Leadership. (Slash listed with ARCH 5923) Prerequisites: ARCH 4723, ARCH 4756, ARCH 4333 with a grade of C or better. Co-requisites: ARCH 4956; or permission of director. This course explores finance and leadership issues that currently confront the development, design, and construction industries. Expertise and decision-making capabilities will be explored through the latest approaches to capital assembly, financial analysis, leadership, negotiation, and resource and design innovation. No student can earn credit for both ARCH 4923 and ARCH 5923. (F)

ARCH 5923 Methods IX - Entrepreneurial Architect and Leadership. (Slash listed with ARCH 4923) Prerequisites: Program admission or permission of the graduate liaison. This course explores finance and leadership issues that currently confront the development, design, and construction industries. Expertise and decision-making capabilities will be explored through the latest approaches to capital assembly, financial analysis, leadership, negotiation, and resource and design innovation. No student can earn credit for both ARCH 4923 and ARCH 5923. (F)
Course Goals and Outcomes:

- To expose the student to requirements, responsibilities, opportunities and challenges of the professional in the national and global environment.
- To highlight participatory rather than solo work in ethical and professional judgment exercises.
- To study and practice virtues as character traits humans need to flourish individually and as members of community.
- To encourage critical thinking.
- To practice leadership presentations with appropriate communicative exhibits.
- To improve writing skills for communicating with clients and colleagues.
- To gain documentation skills for project management efficiencies and understanding.
- To be prepared for relevant parts of both the architectural national and state licensing exam(s).

Course Goals and Outcomes:

Simple / Measurable / Observable / Attainable / relevant / Time-based

Upon completion of this course, students will be able to:

1. Demonstrate teamwork / collaborative skills (Honesty as a virtue will be featured);
2. Demonstrate critical and creative thinking (Self-Regulation as a virtue will be featured);
3. Demonstrate leadership (Perseverance and Honesty as virtues will be featured);
4. Demonstrate effective communication skills both orally and in written form (Self-Regulation and Honesty as a virtue will be featured; and,
5. Identify, define and provide examples of one or more OU Executive Virtues

Course Learning Activities & Related Assessments

a. Group Discussions / Group Assignments (Assessment: Evaluation of Journals - Direct)
b. Research or a Case Study on a Virtue (Assessment: Evaluation of Narrative Assignments - Direct)
c. Frequent Opportunities to Practice One or More Executive Virtue(s) (Assessment: Evaluation of Survey -Indirect)

FORMAT: Three (3) credit hours

ATTENDANCE: This is the participant’s responsibility.

GRADING:

<table>
<thead>
<tr>
<th>Description</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>In-Class</strong></td>
<td>50%</td>
</tr>
<tr>
<td>Exercises, Discussion, Presentation</td>
<td></td>
</tr>
<tr>
<td>Assignments</td>
<td>30%</td>
</tr>
<tr>
<td>Comprehensive Final Examination</td>
<td>20%</td>
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</tbody>
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**SUB-TOTAL** 100%

*Extra Credit * maximum 10%

At the Professor Discretion

A=90 + Above; B= 80-89; C= 70-79; D= 60-69; F=59 + Below

Graduate Assignments:
The Masters of Architecture is considered the terminal degree for professional programs. In practice, Master of Architecture graduates are expected to contribute to the dialogue and considered to be mentors to the undergraduate students in the course. The graduate
students will be given extra assignments to fulfill their requirements for the degree. The assignments will be given during the class which will include independent research. The research will be presented to the entire class for presentation and discussion.

**TEXT:**

**Assigned Article Readings:**

online on LEARN (as noted on homework hand-outs)

**Expectations:**

No late assignments. Missing submission at requested class time: grade = 0. Being organized, timely and efficient are essential for optimizing your productivity.

We think your communication skills greatly influence how others perceive you. During this class, please pay special attention to your communication effectiveness and correctness (spelling and grammar). We are going to pay special attention.

Attire is to be “professional” at all class meetings - no hats, no “shower shoes”, no sleeveless shirts, no ragged shorts, pants, shirts or other garments.

**COURSE SCHEDULE:** Please note that the class schedule is proposed and subject to change as necessary during the semester.

**August / September**

**Introductions**

Entrepreneurial, Leadership, Virtues

**Development Fundamentals 101**

Vignettes: Case Studies & Their Findings

Intellectual, Executive and Civic

**Setting the Stage**

AIA Contractual Documents, General Conditions of the Contract

Basic Services and Document Relationships, Construction Law & its Vocabulary

Vignettes: Case Studies & Their Findings

**Facilitator:** One Virtue Researched / 

**Reflective:** Narrative / Focusing on the Topic Personally

**Assessment:** Examination / On Line

Nature & Value of the Virtue

Identify, define, provide examples, and explain the value

**October**

**Implementation**

Organizational Relationships

**Development Fundamentals 101**

Vignettes: Case Studies & Their Findings

Executive Virtues I

**Setting the Stage**

Real Estate Development Fundamentals

Construction Processes & Relevancy, Formwork

**Facilitator:** Research Case Study / Architect: Virtue

**Reflective:** Journaling / Evaluation of one’s journaling

**Assessment:** Examination / On Line

Defining, Matching and Identifying

**November**

**It’s in the Details**

Standard of Care

**Development Fundamentals 101**

Vignettes: Case Studies & Their Findings

Executive Virtues II
Setting the Stage
General Liability and Risk Management,
Specification Concepts, Forms and Language

Facilitator  Research Case Study / Think Pair Share
Reflective:  Journaling / Final
Assessment:  Examination / On Line
Frame the Question Essay

December  Findings in the Summary: Challenges, Opportunities, Dissemination
Review and Evaluation

RESOURCES:  These materials are suggested for student semester work and awareness.

Common Industry Acronyms
Industry Organizational Relations
Basic NCARB-ARE Relationships
Consultants
Legal Forms of Practice
Contracts and Copyrights
Standard of Care (Practice)
Liability and Negligence (Duty)
Construction Phases
Supervise versus Observe; Judgments versus Decisions
Time
Surety Bonds
Ethics and Professional Conduct
Construction, Bidding, and Contract Documents
Location of Subject Matter
Drawings and Specifications
Specification Types and the Project Manual (Book)
CSI Master Format
CSI Divisions (Overall Construction Classification System)
Marketing and Fees (Charging for Services)
Required Submissions to the Client

Common Publication Topics & References

PRACTICE
• Pressman Professional Practice 101, A Compendium of Business and Management Strategies in Architecture. Wiley
• Moser The Disruptive Design Practice Handbook Architecture. Routledge
• Segal Professional Practice. WW Morton
• Perkins Eastman Architects International Practice for Architects. Wiley
• Morgan Marketing for the Small Design Firm. Whitney Library
• Gagliardi & Tzu The Art of War Plus the Art of Marketing OR the Art of Sales. Clearbridge Publishing
• Elvin Integrated Practice in Architecture. Wiley
• Kliment Writing for Design Professionals. Norton Publisher
- Gutman Architectural Practice, A Critical View, Princeton
- Cuff, Architecture-The Story of Practice, Berkeley
- Hubbard, Jr, A Theory for Practice in Three Discourses, Princeton

**CODE**
- Patterson 2009 Building Code Handbook, McGraw Hill (One of our own faculty as author)

**COLLABORATIVE**
- Scholtes, Joiner, Streibel, The Team Handbook, Oriel, A Sam Group Company

**LEADERSHIP**
- Welch, Winning, Harper Collins
- Callahan & Reisweber, Sooner State of Mind: Forging Leadership Legacies North of the Red River, Lulu (One of our own faculty as author)
- Collins, Good to Great, Harper Collins Publishing
- Townsend, Up the Organization, Fawcett Crest

**ETHICS**
- Wasserman, Sullivan, Palermo Ethics and the Practice of Architecture, Wiley Publishing Company
- Spencer, The Ethical Architect, The Dilemma of Contemporary Practice, Princeton Architectural Press

**MANAGEMENT**
- Blanchard, One-Minute Manager, Berkeley
- Reilly, How To Out-Negotiate Anyone, Adams Media Corporation
- Stasioski and Burstein, Project Management For the Design Professional, Oxford

**TECHNOLOGY IN PRACTICE**
- Jernigan, Big BIM, Little BIM, Site Press
- Krygiel and Nies, Green BIM, Wiley

**CONSTRUCTION**
- Smith, Currie & Hancock, Common Sense Construction Law, Wiley Publisher
- Lambart, White, Handbook of Modern Construction Law, Prentice-Hall
- McCarthy, Construction Project Management, Pareto Publishing
- Collier, Collier, Halperin, Construction Funding, Wiley

**NAAB CRITERIA FOR THIS COURSEWORK:**

The NAAB (National Architectural Accreditation Board) Criteria list sections of respective ARCH/LA program accreditation guidelines categorizing topics to be covered in the curriculum. The program’s accreditation requires a specified amount of coverage of the categories. Time dedicated to each topic in this class is accumulated by category to insure adequate coverage of the topic by the program.

B.1 Pre-Design  
B.6 Comprehensive Design  
B.7 Financial Considerations  
C.1 Collaboration  
C.2 Human Behavior  
C.3 Client Role in Architecture  
C.4 Project Management  
C.5 Practice Management  
C.6 Leadership  
C.7 Legal Issues  
C.8 Ethics and Professional Judgment  
C.9 Community and Social Responsibility
UNIVERSITY POLICIES:

Reasonable Accommodation: Students requiring academic accommodation should contact the Disability Resource Center for assistance at (405) 325-3852 or TDD: (405) 325-4173. For more information please see the Disability Resource Center website http://www.ou.edu/drc/home.html Any student in this course who has a disability that may prevent him or her from fully demonstrating his or her abilities should contact me personally as soon as possible so we can discuss accommodations necessary to ensure full participation and facilitate your educational opportunities.

Codes, Ethics, and Policies of Behavior: Each student should acquaint him/herself with University code, policy, and procedure related to academic misconduct, grievances, harassment and discrimination. The University Of Oklahoma recently changed procedures for dealing with these issues and it is recommended that you consult the web page: http://www.ou.edu/provost/integrity.

College of Architecture, University of Oklahoma Rules & Regulations

Course & Studio Participation
Regular formal and informal interaction with peers and faculty during scheduled studio and class time is critical to a successful teaching and learning process in a professional program. Full course participation by all students and faculty is the normal expectation of our program in Architecture. This participation will be reflected in factors such as regular class and studio attendance, active participation in class discussions and reviews, development of project work within the studio, and positive interaction with classmates and faculty. Failure to meet this requirement for course participation may result in a reduced evaluation.

Professional Work Environment
A clean and safe working environment is fundamental to optimum learning. Maintenance of a professional work environment is the normal expectation of our program in Architecture. All students and faculty are expected to maintain a reasonably clean and professional work environment and to assume responsibility for the proper maintenance of public areas (corridors, gallery, etc) associated with their academic activities. Failure to meet this requirement for course participation may result in a reduced evaluation.

DIGITAL PROJECT SUBMISSION POLICY
In addition to the project specific submission requirements, all studio projects must be submitted in pdf and jpg files to your studio professor. Work submitted must contain the final presentation (i.e., boards, pictures of models, written documents) and process work. All models must be photographed and included in these files. Specific guidelines on how to create pdf files is available online at http://lab.coa.ou.edu/pdf.php. File titles must include full name, studio with section, semester, and project name. No student will receive a final studio grade without all project submissions. Graduating students must provide a CD/DVD of their work (Drawings/sheets should be saved in .jpg and .psd format. Program and reports should be in word and .pdf format.)

COURSE CONDUCT
The Division of Architecture has adopted a Studio Culture Policy. These policies are available in each studio, the library and are available online at: http://arch.ou.edu/info-current-students.php.

LAPTOP POLICY
Students with a major in the College of Architecture are required to have a laptop computer. Laptop technologies are used to enhance the learning experience, and using a computer should be second nature to all of our students. Students enrolled at the College of Architecture prior to the Fall 2006 semester are not required to purchase a laptop, but are encouraged to do so.

PROFESSIONAL WORK ENVIRONMENT
A clean and safe working environment is fundamental to learning. Maintenance of a professional work environment is the normal expectation of our program in Architecture. All students and faculty are expected to maintain a reasonably clean and professional work environment and to assume responsibility for the proper maintenance of public areas (corridors, gallery, etc) associated with their academic activities. Failure to meet this requirement for a professional work environment will result in a reduced grade as explained above. All items must be removed from studio by 5pm on Friday of final’s week. Grades will be withheld until studios and affiliated spaces are clean at the end of the semester and items left will be subject to disposal.

USE OF AEROSOL, PAINTS, AND OTHER HAZARDOUS CHEMICALS
Due to health and safety regulations and University policy, no spray paints, spray adhesives and other hazardous aerosol products are allowed in the building. Furthermore, no spray painting or use of flammable or other hazardous chemicals is allowed anywhere in the building. Use of such chemicals is a hazard to your health and safety and that of other building occupants. Spray painting and similar activities are only permissible in the approved ventilated spray booths in the Model Shop.

**UNIVERSITY POLICIES:** The University of Oklahoma’s official policies on the below items are available at:
http://catalog.ou.edu/current/Policies.htm

**REASONABLE ACCOMMODATION POLICY**
Students requiring academic accommodation should contact the Disability Resource Center for assistance at (405) 325-3852 or TDD: (405) 325-4173. For more information please see the Disability Resource Center website http://www.ou.edu/drc/home.html Any student in this course who has a disability that may prevent him or her from fully demonstrating his or her abilities should contact me personally as soon as possible so we can discuss accommodations necessary to ensure full participation and facilitate your educational opportunities.

**ACADEMIC INTEGRITY**
Cheating is strictly prohibited at the University of Oklahoma, because it devalues the degree you are working hard to get. As a member of the OU community it is your responsibility to protect your educational investment by knowing and following the rules. For specific definitions on what constitutes cheating, review the Student’s Guide to Academic Integrity at http://integrity.ou.edu/students_guide.html.

To be successful in this class, all work on exams and quizzes must be yours and yours alone. You may not receive outside help. On examinations and quizzes you will never be permitted to use your notes, textbooks, calculators, or any other study aids. Should you see someone else engaging in this behavior, I encourage you to report it to myself or directly to the Office of Academic Integrity Programs. That student is devaluing not only their degree, but yours, too. Be aware that it is my professional obligation to report academic misconduct, which I will not hesitate to do. Sanctions for academic misconduct can include expulsion from the University and an F in this course, so don’t cheat. It’s simply not worth it.

**ACADEMIC CALENDAR**
http://www.ou.edu/admrec/calendar.html
Students are responsible for compliance with the University of Oklahoma Academic Calendar for the current term, especially dates for drop/add, registration, etc.

**RELIGIOUS OBSERVANCE**
It is the policy of the University to excuse the absences of students that result from religious observances and to reschedule examinations and additional required classwork that may fall on religious holidays, without penalty.

**FINAL REVIEW WEEK**
A period of seven class days prior to the first day of final examinations in the long sessions shall be designated as Final Review Week. The purpose of this week is to allow students sufficient time to prepare for final examinations. During this week, there shall be no scheduled activities such as required field trips or performances; and no instructor shall assign any themes, research problems or exercises of similar scope that have a completion date during or following this week unless specified in the class syllabi. During Final Review Week, an instructor shall not give any examinations constituting 10% or more of the final grade, except makeup tests and laboratory examinations. In addition, no instructor shall give any portion of the final examination during Final Review Week. This policy does not include laboratory/studio courses.

**STUDENT HANDBOOKS**
All students should familiarize themselves with the University’s Student Code and the Division of Architecture’s Undergraduate or Graduate Student Handbooks. The University’s Student Code is available at http://studentconduct.ou.edu/images/stories/student_codebook.pdf
The Division of Architecture’s Undergraduate Student Handbook is available at http://arch.ou.edu/handumain.htm
The Division of Architecture’s Graduate Student Handbook is available at http://arch.ou.edu/handgmain.htm

**TITLE IX RESOURCES AND REPORTING REQUIREMENT**
For any concerns regarding gender-based discrimination, sexual harassment, sexual misconduct, stalking, or intimate partner violence, the University offers a variety of resources, including advocates on call 24/7. To learn more or to report an incident, please contact the Sexual Misconduct Office at 405-325-2215 (8 to 5, M-F) or OU Advocates at 405-615-0013 (24/7). Also, please be advised that a
professor/GA/TA is required to report instances of sexual harassment, sexual assault, or discrimination to the Sexual Misconduct Office. For more information, please see http://www.ou.edu/eoo.

**ADJUSTMENTS FOR PREGNANCY/CHILDBIRTH RELATED ISSUES**
Should you need modifications or adjustments to your course requirements because of documented pregnancy-related or childbirth-related issues, please contact your professor or the Disability Resource Center at 405/325-3852 as soon as possible. Please see http://www.ou.edu/eoo/faqs/pregnancy-faqs.html for answers to commonly asked questions.

1 Norman Campus Faculty Handbook. Office of the Senior Vice President and Provost, University of Oklahoma. Norman, OK, 2008. Section 3.13.2