



UNIVERSITY OF CALGARY
SCHOOL OF ARCHITECTURE, PLANNING AND LANDSCAPE

LEADERSHIP AND ARCHITECTURE (Q)
CBDL Rm F

EVDA 665 Fall 2019
Block Oct 21-25, 9:30am to 1pm

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COURSE DESCRIPTION

Architecture, and its practice deal with complex design requirements assimilating changing processes, contexts and tools of production. There are numerous individuals and firms designing successful practices to integrate research, design and change beyond externally imposed restrictions. Some maneuver a path through collaboration, foresight and precision of implementation. Others find ways to dilute existing systems to successfully allow for innovation and experimentation.

This course exposes students to a range of themes on leading ideas through architecture. Resources for developing a strategic path towards a desired outcome of their concept of architectural leadership are introduced. Leadership is not reduced to its definition as superiority or authoritative management, rather is embraced as creative ways to flourish and practice towards a desired objective in the field. In addition to an introduction to applied strategic planning in the business models of leadership, leadership in architecture is explored from a variety of angles and scales.

OBJECTIVES

- To understand a spectrum of roles and scales of leadership in architecture
- To set frames of reference for students that seek to prepare themselves for ranging shapes of practice in architecture
- To study and present firms with targeted leadership intent.
- To introduce considerations between the Business Environment, Entrepreneurship and Innovation with an overview of the process of practice in architecture with focus on the considerations in new venture initiative and development.
- To introduce processes involved in idea generation, evaluation, business planning or operations.

TEACHING APPROACH

Students will be exposed to themes, precedents and skill developments to envision a potential architectural leadership direction and possible ways to implement it through Thematic Directions; Skills Development and Applied Evaluations.

There will be lectures, panel discussions with invited guests, question and response sessions. In addition, a series of developmental assignments will be produced to progress the students' final presentations. Team based learning sessions will be facilitated in which students in groups discuss and/or present course themes applied to specific content. Students are required to come prepared for class sessions.

Content: Topic Areas

Session 1	Oct 21	<i>On Leadership in Architecture</i>
Session 2	Oct 22	<i>On Practice in varying forms</i>
Session 3	Oct 23	<i>Applied Possibilities- some visions detailed, others derailed</i> <i>The Business Case: On Communication and stories we tell</i>
Session 4	Oct 24	<i>Quality Perception</i>
Session 5	Oct 25	<i>The Targeted Pitch</i>

MEANS OF EVALUATION

Course evaluation will be based on assignments completed during the term, which include written assignments, presentation of work and facilitating discussions through questions and presentations. Students are expected to participate in class discussion.

Understanding of course material, and engagement will be demonstrated by the response to resources and lectures. Value is given to the ability to articulate ideas with a focused and clear position and communicate it with conviction, clarity and intent.

Assignments should exhibit appropriate written and visual communications skills.

There will be a final presentation but no final examination.

Class Participation	15%
Assignment 1	15%
Assignment 2	20%
Assignment 3	40%
Document	10%

Grade	Grade Point Value	4-Point Range	Percent	Description
A+	4.00	4.00	95-100	Outstanding - evaluated by instructor
A	4.00	3.85-4.00	90-94.99	Excellent - superior performance showing comprehensive understanding of the subject matter
A-	3.70	3.50-3.84	85-89.99	Very good performance
B+	3.30	3.15-3.49	80-84.99	Good performance
B	3.00	2.85-3.14	75-79.99	Satisfactory performance
B-	2.70	2.50-2.84	70-74.99	Minimum pass for students in the Faculty of Graduate Studies
C+	2.30	2.15-2.49	65-69.99	All final grades below B- are indicative of failure at the graduate level and cannot be counted toward Faculty of Graduate Studies course requirements.
C	2.00	1.85-2.14	60-64.99	

C-	1.70	1.50-1.84	55-59.99	
D+	1.30	1.15-1.49	50-54.99	
D	1.00	0.50-1.14	45-49.99	
F	0.00	0-0.49	0-44.99	

Notes:

- A student who receives a "C+" or lower in any one course will be required to withdraw regardless of their grade point average (GPA) unless the program recommends otherwise. If the program permits the student to retake a failed course, the second grade will replace the initial grade in the calculation of the GPA, and both grades will appear on the transcript.
- "Final grades will be reported as letter grades, with the final grade calculated according to the 4-point range."

CACB Student Performance Criteria

The following CACB Student Performance Criteria will be covered in this course at a primary level: E1. The Architectural Profession; E3. Modes Of Practice (*Leadership and Advocacy, Ethics and Professional Judgement, Practice Organization.*) Other criteria will be covered at a secondary level. B1. Critical Thinking and Communication *Critical Thinking Skills, Verbal and Written Skills, Research Skills, Collaborative Skills.*

Readings

Additional resources will be provided with assignments and lectures

- Architecture and Action Edts. Yoon, M & Chernyakova, I.
- Expanded Practice. Höweler + Yoon Architecture/My Studio
- Designed Leadership. Moura Quayle
- The Changing Shape Of Practice: Integrating Research and Design in Architecture Edts, Micheal Hensel & Fredrik Nilsson
- Transgression: Towards An Expanded Field of Architecture. Rice, L & Littlefield, D.edts.
- Leadership: A Practical Guide, A & D. Price.
- Entrepreneurship: A Practical Guide. A & D. Price

University of Calgary Policies and Supports

ACADEMIC ACCOMMODATION

Students seeking an accommodation based on disability or medical concerns should contact Student Accessibility Services; SAS will process the request and issue letters of accommodation to instructors. For additional information on support services and accommodations for students with disabilities, visit www.ucalgary.ca/access/. Students who require an accommodation in relation to their coursework based on a protected ground other than disability should communicate this need in writing to their Instructor. The full policy on Student Accommodations is available at <http://www.ucalgary.ca/policies/files/policies/student-accommodation-policy.pdf>.

ACADEMIC MISCONDUCT

Plagiarism involves submitting or presenting work in a course as if it were the student’s own work done expressly for that particular course when, in fact, it is not. Most commonly

plagiarism exists when: (a) the work submitted or presented was done, in whole or in part, by an individual other than the one submitting or presenting the work, (b) parts of the work are taken from another source without reference to the original author, (c) the whole work (e.g., an essay) is copied from another source, and/or, (d) a student submits or presents work in one course which has also been submitted in another course (although it may be completely original with that student) without the knowledge of or prior agreement of the instructor involved. While it is recognized that scholarly work often involves reference to the ideas, data and conclusions of other scholars, intellectual honesty requires that such references be explicitly and clearly noted. Plagiarism is an extremely serious academic offence. Any suspicion of plagiarism will be reported to the Dean, and dealt with as per the regulations in the University of Calgary Graduate Calendar.

For information on academic misconduct and its consequences, please see the University of Calgary Calendar at <http://www.ucalgary.ca/pubs/calendar/current/k.html>

COPYRIGHT LEGISLATION:

All students are required to read the University of Calgary policy on Acceptable Use of Material Protected by Copyright (www.ucalgary.ca/policies/files/policies/acceptable-use-of-material-protected-by-copyright.pdf) and requirements of the copyright act (<https://laws-lois.justice.gc.ca/eng/acts/C-42/index.html>) to ensure they are aware of the consequences of unauthorised sharing of course materials (including instructor notes, electronic versions of textbooks etc.). Students who use material protected by copyright in violation of this policy may be disciplined under the Non-Academic Misconduct Policy.

FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY

Student information will be collected in accordance with typical (or usual) classroom practice. Students' assignments will be accessible only by the authorized course faculty. Private information related to the individual student is treated with the utmost regard by the faculty at the University of Calgary.

UNIVERSITY STUDENT APPEALS OFFICE: If a student has a concern about the course, academic matter, or a grade that they have been assigned, they must first communicate this concern with the instructor. If the concern cannot be resolved with the instructor, the student can proceed with an academic appeal, which normally begins with the Faculty.

<https://ucalgary.ca/student-appeals/>

More student support and resources (e.g. safety and wellness) can be found here:

<https://www.ucalgary.ca/registrar/registration/course-outlines>