

 <b>FLORIDA ATLANTIC UNIVERSITY</b>	<b>NEW COURSE PROPOSAL</b> <b>Graduate Programs</b>		UGPC Approval _____ UFS Approval _____ SCNS Submittal _____ Confirmed _____ Banner Posted _____ Catalog _____	
	<b>Department</b> ARCHITECTURE  <b>College</b> COLLEGE OF ARTS & LETTERS (To obtain a course number, contact <a href="mailto:erudolph@fau.edu">erudolph@fau.edu</a> )			
<b>Prefix</b> ARC  <b>Number</b> 5279	(L = Lab Course; C = Combined Lecture/Lab; add if appropriate) <b>Lab Code</b>	<b>Type of Course</b> <div style="border: 1px solid red; padding: 2px;">Lecture</div>	<b>Course Title</b> Professional Practice – Financial & Business Management for the Practice of Architecture	
<b>Credits</b> (Review <a href="#">Provost Memorandum</a> ) 1	<b>Grading</b> (Select One Option)  <b>Regular</b> <input checked="" type="radio"/> <b>Sat/UnSat</b> <input type="radio"/>	<b>Course Description</b> (Syllabus must be attached; see <a href="#">Guidelines</a> ) One of a family of six, one credit hour, courses focused upon the professional practice of architecture. Various practice management strategies will be examined including strategic actions of founding a new firm along with a thorough analysis of practice management and financial analysis.		
<b>Effective Date</b> (TERM & YEAR) Fall 2022				
<b>Prerequisites</b> Completion of ARC3321		<b>Corequisites</b> None	<b>Registration Controls</b> (Major, College, Level) Major	
<b>Prerequisites, Corequisites and Registration Controls are enforced for all sections of course</b>				
<b>Minimum qualifications needed to teach course:</b> Member of the FAU graduate faculty and has a terminal degree in the subject area (or a closely related field.)		<b>List textbook information in syllabus or here</b> See syllabus		
<b>Faculty Contact/Email/Phone</b> hayesa@fau.edu		<b>List/Attach comments from departments affected by new course</b> This course is one of a family of six courses that will replace the current ARC5271 & ARC 5272. The course will be offered in an on-line modality.		

<b>Approved by</b> Department Chair <u>Francis Lyn</u> College Curriculum Chair <u>[Signature]</u> College Dean <u>Eric Berlatsky</u> UGPC Chair _____ UGC Chair _____ Graduate College Dean _____ UFS President _____ Provost _____	<b>Date</b> 12/13/2021 1/10/22 01/10/2022 _____ _____ _____ _____ _____
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Email this form and syllabus to [UGPC@fau.edu](mailto:UGPC@fau.edu) one week before the UGPC meeting.



Florida Atlantic University  
Dorothy F. Schmidt College of Arts & Letters  
School of Architecture



# ARCHITECTURE | ENVISIONING FUTURE PRACTICE

## ARC5279 PROFESSIONAL PRACTICE – FINANCIAL & BUSINESS MANAGEMENT FOR THE PRACTICE OF ARCHITECTURE

**SYLLABUS** | 1 Credit Hour Course Code: ARC5279 001 XXXXX

**Instructor:** Andrew M. Hayes, AIA, NCARB, LEED AP **Term:** Fall 2022  
**Office:** HE 607D T-Th 11:00am-12:00pm/by appt. **Class Meeting Days:** Tuesday & Thursday  
**Phone:** 954.762.5654 **Class Meeting Hours:** See course outline  
**Email:** [hayesa@fau.edu](mailto:hayesa@fau.edu) **Class Location:** On-line via Cisco Webex  
**Website:** <http://cdsi.fau.edu/soa/people/andrew-m-hayes-aia-leed-ap-ncarb/>

### Course Description from Catalog

One of a family of six, one credit hour, courses focused upon the professional practice of architecture. Various practice management strategies will be examined including strategic actions of founding a new firm along with a thorough analysis of practice management and financial analysis.

### Overview

Considerations of the historical, ethical and legal framework for architectural practice will be surveyed. Notions on the methods and principles of project management, financial matters, and business considerations will be examined closely.

Architectural practices focused in the supply-oriented delivery systems as well as demand-focused practices will be examined. We will consider the triple bottom line (social, environmental and economic) capital. Business development for architectural services utilizing entrepreneurial methods that drive and shape markets rather than react to them will also be discussed.

In the last decade or so, a number of forces have impacted the conventional practice of architecture in ways that could not have been foreseen. Founding a design practice now is more complex than ever, typically requiring significant amounts of start-up capital for technology and navigating through significantly more complex business regulations than in the past.

What will future architects need to do to survive in this demanding new economic environment? Will emerging architects be able to transform architectural practice by creating new business processes for design and construction in the 21<sup>st</sup> century? Is there a new practice method or model emerging to proactively expand opportunities that will allow future practitioners to flourish.

### Welcome!

The practice of architecture is in a constant state of flux, calling for increased analysis and new ways of thinking. This course seeks to add to the discourse regarding our profession evolves and remains relevant, seeking its place in the evolutionary global economic market of design services.

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*“Due to the status of the COVID-19 pandemic in our service areas, wearing a mask indoors is currently a personal preference but please be thoughtful of the concerns of those around you. Students experiencing flu-like symptoms (fever, cough, shortness of breath), or students who have come in contact with confirmed positive cases of COVID-19, should immediately contact FAU Student Health Services (561-297-3512). Symptomatic students will be asked to leave the classroom to support the safety and protection of the university community. For additional information visit <https://www.fau.edu/coronavirus/>. In classes with face-to-face components, quarantined students should notify me immediately as you will not be able to attend class. I will not be able to offer an online version of the class but will make reasonable efforts to assist students in making up the work.”*

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## **I. Course Objectives**

This course will provide understanding and assist the student with developing unique skills to make informed decisions in their future chosen professional path. Upon completion of this course, students will know and understand the following:

- Shape an understanding that design thinking and architectural education have intrinsic value beyond the boundaries of traditional architectural practice
- Develop an entrepreneurial awareness in students there are multiple practice models emerging and new markets that may provide increased opportunities for creative design practices outside of the mainstream
- Create a recognition that the disparate needs of the underserved may offer opportunities for unconventional practice models that fulfill a yet unmet need for architecture, planning and urban design services
- Expand the perception that there are in fact global opportunities for future architectural practice through digital communication and collaborative processes
- Acquaint students with the potential risks and pitfalls possible when starting an architectural practice utilizing new processes, technologies, materials and methods that need to be seriously considered in order to be sustainable over time
- Raise awareness of the need to keep abreast of global and local trends that could affect the practice of architecture and may possibly offer new opportunities

## **II. Instructional Method:**

This is a hybrid course, mainly with on-line learning (OLL) which is self paced, along with some face-to-face (F2F) meetings for discussion at key points and is accessible through FAU's learning management system, Canvas. You must log into Canvas with your FAU ID **and** password to access the materials and assignments in this course. If you do not know your FAU ID or Password, contact OIT for help.

The course is organized into modules and with specific dates for interaction at key points within the course are noted in the course outline.

The course materials are available through the FILES tab in Canvas, which will familiarize you with the organization of the course. You will utilize the ASSIGNMENTS tab for assignment deadlines and upload requirements.

### III. Prerequisites and Corequisites

- Prerequisite: Completion of ARC332, Design 6
- Corequisite: None

### IV. Required Texts and Materials

- Evil Plans: Having Fun on the Road to World Domination, MacLeod, Hugh. (Penguin Group 2011) ISBN 9781591843849 <http://gapingvoid.com/ep/>
- How Firms Succeed, Cramer, James P., and Simpson, Scott. (Greenway Comm. 2002), ISBN, 0-9675477-8-4

### Supplementary (Optional) Texts and Materials

- Architecture for Rapid Change and Scarce Resources, Sinha, Sumita (Routledge, 2012), ISBN, 978-1-84971-116. <http://www.thecass.com/research1/research/arcsr#>
  - and her/his respective topic. Questions which demonstrate little intellectual thought, such as 'Who was your favorite architect?' Will receive zero credit.

### V. Course Evaluation Method - Grades will be based upon the following:

- **Class participation** – this Includes attendance, timely arrival, attentiveness, taking notes, active participation discussions during 'B' portion of class
- **Assignments** of incremental progress over the duration of the term through quizzes & completed assignments
- **Final Exam** - Students must attend on the assigned date at the designated time

#### **100 total points possible + additional point opportunities**

Assessment	Percent of Final Grade
Class Participation – Guest Lecture Questions	10%
Quizzes, Writing Assignments & Other Assignments	30%
Mid-term Examination	30%
Final Examination	30%
Total Grade	100%

### Credit Hour Policy

Outside of class time, it is expected that, on average, each student will work a minimum of 2 - 4 hours per week on readings, homework assignments, research papers, interactive tutorials, study groups or projects.

Grading scale:

Grading Scale (%)		
87 – 89 = B+	90 – 93 = A-	94 – 100 = A
77 – 79 = C+	80 – 83 = B-	84 – 86 = B
67 – 69 = D+	70 – 73 = C-	74 – 76 = C
64 - 66 = D	59 and below D-	

### Grade Dissemination

Graded materials in this course will be returned to each individual within the context of the course. You can access your scores at any time using the Grade function of Canvas. Please note that scores returned mid-semester are unofficial grades.

### VI. Course Policies: Grades

#### **Late Work Policy:**

Assignments and essays turned in late will be assessed a penalty: a half-letter grade if it is one day late, or a full-letter grade for 2-7 days late. Essays will not be accepted if overdue by more than seven days.

**Grades of "Incomplete":**

The current university policy concerning incomplete grades will be followed in this course. Incomplete grades are given only in situations where unexpected emergencies prevent a student from completing the course and the remaining work can be completed the next semester. Your instructor is the final authority on whether you qualify for an incomplete. Incomplete work must be finished by the end of the subsequent semester or the "I" will automatically be recorded as an "F" on your transcript.

**Essay Commentary Policy:** Commentary on essays will be delivered in written format, at the end of the essay. However, upon request, an alternate delivery method can be used. If desired, instructor comments will be made verbally and delivered to the student as an mp3 through Canvas. This approach yields far fewer written comments, but much more commentary in general is delivered, due to the speed and specificity of speech. Those requesting mp3 feedback must state so when the essay is turned in.

**VII. Course Policies: Miscellaneous**

**Canvas:** Canvas, will be used in the course, students should expect to login weekly and within 24 hours prior to the scheduled class time, reading will be available and assignments will be submitted using this media.

**Laptop Usage:** Laptops may be used to take notes during the course but must be silenced and cannot create noise. Not adhering to this policy will result in denial of use of your laptop throughout the remainder of the lecture. A third noise infraction during the semester will result in a ban on use of a laptop for that particular student for remainder of the semester.

**Phone Usage:** Use of cellular phones for any reason during class is strictly prohibited unless it is necessary to resolve some type of physical disability. NO texting or surfing the Internet is allowed during class time. Students are prohibited from taking photos/video/audio during class. This includes photos of blackboards/ whiteboard at the end of the class.

**Code of Academic Integrity Policy:** *Students at Florida Atlantic University are expected to maintain the highest ethical standards. Academic dishonesty is considered a serious breach of these ethical standards, because it interferes with the University mission to provide a high quality education in which no student enjoys an unfair advantage over any other. Academic dishonesty is also destructive of the University community, which is grounded in a system of mutual trust and places high value on personal integrity and individual responsibility. Harsh penalties are associated with academic dishonesty. For more information, see the Code of Academic Integrity in the University Regulations at [http://www.fau.edu/regulations/chapter4/4.001\\_Code\\_of\\_Academic\\_Integrity.pdf](http://www.fau.edu/regulations/chapter4/4.001_Code_of_Academic_Integrity.pdf).*

**VIII. Course Policies: Student Expectations**

**Attendance Policy:**

Students are expected to attend all of their scheduled University classes and to satisfy all academic objectives as outlined by the instructor. The effect of absences upon grades is

determined by the instructor, and the University reserves the right to deal at any time with individual cases of non-attendance.

Students are responsible for arranging to make up work missed because of legitimate class absence, such as illness, family emergencies, military obligation, court-imposed legal obligations or participation in University-approved activities. Examples of University-approved reasons for absences include participating on an athletic or scholastic team, musical and theatrical performances and debate activities. It is the student's responsibility to give the instructor notice prior to any anticipated absences and within a reasonable amount of time after an unanticipated absence, ordinarily by the next scheduled class meeting. Instructors must allow each student who is absent for a University-approved reason the opportunity to make up work missed without any reduction in the student's final course grade as a direct result of such absence.

### **Counseling and Psychological Services (CAPS) Center:**

Life as a university student can be challenging physically, mentally and emotionally. Students who find stress negatively affecting their ability to achieve academic or personal goals may wish to consider utilizing FAU's Counseling and Psychological Services (CAPS) Center. CAPS provides FAU students a range of services – individual counseling, support meetings, and psychiatric services, to name a few – offered to help improve and maintain emotional well-being. For more information, go to <http://www.fau.edu/counseling/>

### **Disability Statement:**

In compliance with the Americans with Disabilities Act Amendments Act (ADAAA), students who require reasonable accommodations due to a disability to properly execute coursework must register with Student Accessibility Services (SAS) and follow all SAS procedures. SAS has offices across three of FAU's campuses – Boca Raton, Davie and Jupiter – however disability services are available for students on all campuses. For more information, please visit the SAS website at [www.fau.edu/sas/](http://www.fau.edu/sas/).

**Professionalism Policy:** Per university policy and classroom etiquette; mobile phones, iPods, etc. **must be silenced** during all classroom lectures and discussions. Those not heeding this rule will be asked to leave the classroom/lab immediately so as to not disrupt the learning environment. Please arrive on time for all class meetings. Students who habitually disturb the class by talking, arriving late, etc., and have been warned may suffer a reduction in their final class grade.

**Academic Conduct Policy:** Academic dishonesty in any form will not be tolerated. If you are uncertain as to what constitutes academic dishonesty, consult the FAU's Student Handbook for further details. Violations of these rules will result in a record of the infraction being placed in your file and receiving a zero on the work in question AT A MINIMUM. At the instructor's discretion, you may also receive a failing grade for the course. Confirmation of such incidents can also result in expulsion from the University.

**End of Semester Student Evaluations:** All classes at FAU make use of an online system for students to provide feedback to the University regarding the course. These surveys will be made available at the end of the semester, and the University will notify you by email when the response window opens. Your participation is highly encouraged and valued. The results of student feedback are sent to departments and faculty members only after semester grades are already submitted, and student responses are reported only anonymously and in the aggregate to faculty.



**Religious Observances:** Students are expected to notify their instructor in advance if they intend to miss class to observe a holy day of their religious faith.

**Policy on the Recording of Lectures (optional)**

Students enrolled in this course may record video or audio of class lectures for their own personal educational use. A class lecture is defined as a formal or methodical oral presentation as part of a university course intended to present information or teach students about a particular subject.

Recording class activities other than class lectures, including but not limited to student presentations (whether individually or as part of a group), class discussion (except when incidental to and incorporated within a class lecture), labs, clinical presentations such as patient history, academic exercises involving student participation, test or examination administrations, field trips, and private conversations between students in the class or between a student and the lecturer, is prohibited.

Recordings may not be used as a substitute for class participation or class attendance and may not be published or shared without the written consent of the faculty member. I do not grant permission for the recordings to be published on any digital forum whatsoever and I reserve the right to prosecute those that do not abide by this decision as a rightful exercise of civil law. Failure to adhere to these requirements may constitute a violation of the University's Student Code of Conduct and/or the Code of Academic Integrity. Both carry consequences, so govern yourself accordingly.

## COURSE OVERVIEW

Number	Lesson/Activity	Readings/Assignments	Notes
<b>Module One: Organizing for Success</b>			
<b>A.</b>	Lecture: Firm Founding & Start-up	Reading Assignments for this Lecture	
<b>B.</b>	Lecture: Legal and Business forms of Organization	Reading Assignments for this Lecture	
<b>C.</b>	Lecture: Tax Implications and Strategies	Reading Assignments for this Lecture	
<b>D.</b>	Class Discussion	Discussion Board	
<b>E.</b>	Reflective Writing Assignment	500 word essay	
<b>F.</b>	Module Quiz	ten short answer questions/one essay	
<b>Module Two: Financial Analysis and Management</b>			
<b>G.</b>	Lecture: Understanding Financial Statements	Reading Assignments for this Lecture	
<b>H.</b>	Lecture: Tracking Strategic Indicators of Firm Performance - Revenue	Reading Assignments for this Lecture	
<b>I.</b>	Lecture: Tracking Strategic Indicators of Firm Performance - Expenses	Reading Assignments for this Lecture	
<b>J.</b>	Class Discussion	Discussion Board	
<b>K.</b>	Reflective Writing Assignment	500 word essay	
<b>L.</b>	Module Quiz	ten short answer questions/one essay	
<b>Module Three: Project Cost Analysis for Practice Management</b>			
<b>M.</b>	Lecture: Project Financial Performance	Reading Assignments for this Lecture	
<b>N.</b>	Lecture: Approaches to Developing a Revenue Based Project Budget	Reading Assignments for this Lecture	
<b>O.</b>	Lecture: Project Expenses – Internal and External	Reading Assignments for this Lecture	
<b>P.</b>	Class Discussion	Discussion Board	
<b>Q.</b>	Reflective Writing Assignment	500 word essay	
<b>R.</b>	Module Quiz	ten short answer questions/one essay	
<b>Final Examination</b>			

NOTE: This schedule is subject to revision during the semester at the discretion of the instructor.