

# Landscape Architecture Project Management

LAA 6322

3 Credit Hours

Spring 2016

Arch 213

1:55 – 4:55 p.m. Tuesday

## *General*

**Instructor:** Peggy Carr, Professor  
[mcarr@ufl.edu](mailto:mcarr@ufl.edu)  
352-294-3972

**Office Hours:** By appointment

**Course Communications:** Questions and comments should be sent to the e-mail address above.

**Required Text:** *The Professional Practice of Landscape Architecture: A Complete Guide to Starting and Running Your Own Firm*, Second Edition, Walter Rogers

Other related texts include:

Landscape Architecture: Guidelines to Professional Practice, Lane L. Marshall, FASLA

Design Office Management Handbook, Fred A. Stitt, editor

Ready, Set, Practice: Elements of Landscape Architecture Professional Practice, Bruce Sharkey, FASLA

**Course Description:** Preparation for professional practice and the understanding of the business of landscape architecture in private and public arenas.

**Purpose of Course:** To familiarize students with the practice of landscape architecture in preparation for an entry level position in the public or private sector.

**Instructional Methods:** Lectures, guest speakers, readings, reaction papers, class discussion, group exercises, in-class work.

**Course Goals and/or Objectives:** By the end of this course, students will:

- understand the types of offices in practice (private and public)
- learn the relationships of practitioners and firms
- understand office organization and areas of practice
- learn marketing techniques and styles of presentations
- develop skills in preparing effective proposals
- understand risk and professional liability
- learn general applications of law and contracts
- learn bid and construction phase responsibilities
- develop a general understanding of office finance

**Teaching Philosophy:** To the greatest degree possible, class activities and assignments will simulate “real-life” professional practice and project management situations.

**Student Learning Outcomes (SLOs):**

<https://catalog.ufl.edu/ugrad/current/design/majors/landscape-architecture.aspx>.

## *Performance and Grading*

Student’s performance will be assessed on individual accomplishments, contribution to group projects and active participation and engagement in class activities. Grades will be derived from assessments proportioned across the following areas:

1. Reaction Papers – 15%
2. Firm Profile – 10%
3. Career Fair – 5%
4. Capstone/ Terminal Project Plan – 15%
5. Business Plan – 25%
6. Marketing Presentation – 25%
7. Kanapaha Scope, Schedule, Fees – 10%

**Attendance and Participation:** To the greatest degree possible, classes will be conducted to simulate a professional practice. Clients expect you to show up for project meetings on-time, dressed appropriately and prepared to talk about their projects. Similarly students are expected to attend all meetings of the class, dress appropriately, and come prepared to participate and discuss assignments. Also, most of the learning in this class will be through class discussion and guest speakers.

Since the class only meets once per week, you will only be allowed one “unexcused absence” without affecting your grade; additional absences will count against your grade unless they are excused by notifying me in advance. Excused absences will not be granted retroactively:

- 1 unexcused absence – no deduction
- 2 unexcused absences – 10% deduction

If you have more than two unexcused absences, you will receive an E for the class. In the case of illness or a family emergency, a schedule for the completion of make-up work must be determined with the instructors as soon as possible upon a student's return to class. Failure to comply with the agreed upon schedule will result in a failing grade for that project.

**Grading Scale:** It is expected that each student will be able to demonstrate skills growth for each of the objectives by the end of the course. Course grade will be based on problem solving skills as they relate to the achievement of the objectives.

Grading will adhere to the University of Florida Grade Policy:

Letter Grade	A	A-	B+	B	B-	C+	C	C-	D+	D	D-	E
Numeric Grade	93-100	90-92	87-89	83-86	80-82	77-79	73-76	70-72	67-69	63-66	60-62	0-59
Quality Points	4.0	3.67	3.33	3.0	2.67	2.33	2.0	1.67	1.33	1.0	0.67	0.0

For greater detail, see the Registrar's Grade Policy regulations at <http://www.registrar.ufl.edu/catalog/policies/regulationgrades.html>

According to Departmental Policy, Landscape Architecture majors must receive a C or better to move forward. Any grade lower than a C will require that the course be taken over again.

**Submission of Student Work:** All student work may be retained and used by the Department of Landscape Architecture. Digital Copies of student work for this course must be turned in at the completion of each assignment. No grades will be computed into the final course grade until digital submissions have been turned in as requested. Please follow the directions given by the instructor as to how they will be submitted (Sakai, CD, PDF, word file, etc.). However, all files must be named as follows:

course# name project student name. dwg/pdf/jpg/

Example: 3352PlantDesAssig10Smith

Use caps for separation. No spaces, hyphens, or underscoring. In cases of models and other 3-D work, digital JPG photographs should be submitted.

## *UF Policies*

### **Academic Honesty**

UF students are bound by The Honor Pledge which states, "We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honor and integrity by abiding by the Honor Code. On all work submitted for credit by students at the

University of Florida, the following pledge is either required or implied: "On my honor, I have neither given nor received unauthorized aid in doing this assignment." The Honor Code (<http://www.dso.ufl.edu/sccr/process/student-conduct-honor-code/>) specifies a number of behaviors that are in violation of this code and the possible sanctions. Furthermore, you are obligated to report any condition that facilitates academic misconduct to appropriate personnel. If you have any questions or concerns, please consult with the instructor or TAs in this class.

### **Disabled Students requesting Accommodations**

Students with disabilities requesting accommodations should first register with the Disability Resource Center (352-392-8565, [www.dso.ufl.edu/drc/](http://www.dso.ufl.edu/drc/)) by providing appropriate documentation. Once registered, students will receive an accommodation letter which must be presented to the instructor when requesting accommodations. Students with disabilities should follow this procedure as early as possible in the semester.

### **Counseling Resources**

Students experiencing crisis or personal problems that interfere with their general well-being are encouraged to utilize the university's counseling resources.

<http://www.counseling.ufl.edu/cwc/Default.aspx> , 392-1575.

Please call the University Police Department: 392-1111 or 9-1-1 for emergencies.

### **Religious Holidays**

The university calendar does not include observance of any religious holidays. The Florida Board of Governors and state law govern university policy regarding observance of religious holidays. Students shall be excused from class or other scheduled academic activity to observe a religious holy day of their faith with prior notification to the instructor. Students shall be permitted a reasonable amount of time to make up the material or activities covered in their absence. Students shall not be penalized due to absence from class or other scheduled academic activity because of religious observances.

### **Online Course Evaluation**

Students are expected to provide feedback on the quality of instruction in this course by completing online evaluations at <https://evaluations.ufl.edu>. Evaluations are typically open during the last two or three weeks of the semester, but students will be given specific times when they are open. Summary results of these assessments are available to students at <https://evaluations.ufl.edu/results/>.

### **Disclaimer**

This syllabus represents our current plans and objectives. As we go through the semester, those plans may need to change to enhance the class learning opportunity. Such changes, communicated clearly, are not unusual and should be expected.

*Preliminary Course Schedule (subject to change)*

CLASS/ DATE:	TOPIC(S):	ASSIGNED READING PRIOR TO CLASS (Rogers):	ASSIGNMENT DUE AT BEGINNING OF CLASS:
Jan 5	<ul style="list-style-type: none"> <li>• Introductions, review of syllabus</li> <li>• Career goals, career paths</li> <li>• Types of practices, typical flow of practice, roles within practice</li> <li>• Capstone scope, schedule, hours</li> <li>• Self-assessment</li> <li>• Selecting partners, next week's assignments</li> <li>• Job Fair</li> </ul>		
Jan 12	<ul style="list-style-type: none"> <li>• Applying, interviewing for a job</li> <li>• Correspondence, networking</li> <li>• Resumes and portfolios (in class critiques)</li> </ul> <p><b>Guest Speaker: Jay Hood, ASLA, Littlejohn (Invited)</b></p>		
Jan 19	<ul style="list-style-type: none"> <li>• Chapters 1-3 history of the profession, professional career tracks, professional development, technology, clients, markets, proactive vs. reactive marketing, projects</li> <li>• Chapter 4, Professional Relationships</li> <li>• Ethics</li> </ul>	Chapters 1 - 4	<b>Draft Capstone/ Terminal Project Description, Scope of Work, Estimated Hours</b>
Jan 26	<ul style="list-style-type: none"> <li>• Review of weeks 1 – 3 (quiz)</li> <li>• Firm profile presentations</li> <li>• Intro to developing a business plan: values, mission, vision; financing a practice, estimating costs, projecting revenues; work on business plans</li> <li>• Licensure/ LARE/ASLA</li> </ul> <p><b>Guest Speaker: Emily O'Mahoney (Invited)</b></p>	Chapter 5	<b>Firm Profiles Reaction Paper 1</b>
Feb 2	<ul style="list-style-type: none"> <li>• Review of previous week</li> <li>• Comparison of firm profiles</li> </ul>	Chapters 6, 7	<b>Capstone/ Terminal Project Description,</b>

	<ul style="list-style-type: none"> <li>Developing business plans: break into firms, use SBA template (2 sessions)</li> </ul>		<b>Scope of Work, Estimated Hours, Schedule</b>
<b>Feb 6</b>	Career Fair (Mandatory)		<b>Career Fair</b>
<b>Feb 9</b>	<ul style="list-style-type: none"> <li>Rogers Review Quiz</li> <li>Business Plans, part 2: Finance, profit and loss, utilization</li> </ul>	Chapter 8	<b>Career Fair Summary</b>
<b>Feb 16</b>	<ul style="list-style-type: none"> <li>Marketing (Chapter 8)</li> <li>Relationship Marketing (2 hours)</li> </ul> <p><b>Guest Speaker: Charlie Stuart (Invited)</b></p>	Chapter 9	Draft Business Plan
<b>Feb 23</b>	<ul style="list-style-type: none"> <li>Responding to an RFP/ RFQ (Kanapaha Park)</li> <li>Review Firm Profiles, Capstone Projects, Draft Business Plans, Utilization</li> <li>Field Trip to Kanapaha Park</li> </ul> <p><b>Guest Speaker: Vernest Legree (Invited)</b></p>		<b>Meet at Kanapaha Park</b>
<b>Mar 1</b>	<b>Spring Break – No Class!</b>		
<b>Mar 8</b>	<ul style="list-style-type: none"> <li>Review of Baker Presentation Skills: Example, St. Petersburg</li> <li>Making a presentation</li> <li>Work on presentations</li> </ul>		<b>Final Business Plan Reaction Paper 2</b>
<b>Mar 15</b>	Kanapaha presentations <b>Guests: Vernest Legree (Invited)</b>		<b>Kanapaha Park Presentations</b>
<b>Mar 22</b>	<ul style="list-style-type: none"> <li>Developing a scope of work</li> <li>Estimating fees</li> <li>Developing a schedule</li> </ul>	Chapter 10	
<b>Mar 29</b>	<ul style="list-style-type: none"> <li>Project management, communications</li> <li>Public involvement, approvals</li> <li>Record-keeping, invoicing, closing out projects</li> </ul>		
<b>Apr 5</b>	“Projects From Hell Panel Discussion”: <b>Guests: TBD</b>		<b>Kanapaha Park Scope, Schedule and Fees</b>
<b>Apr 12</b>	Work on Capstones		
<b>Apr 19</b>	Wrap-up: <ul style="list-style-type: none"> <li>Review class objectives</li> <li>Graded business plans</li> </ul>		<b>Reaction Paper 3</b>

	<ul style="list-style-type: none"> <li>• Graded Kanapaha scope, schedule, fees</li> <li>• Collect Reaction Papers</li> <li>• Digital files</li> <li>• Career Goals</li> <li>• Pizza</li> </ul>		
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## *Description of Assignments*

**1. Reaction Papers (3):** Reaction Papers are an alternative to testing to assess your understanding of the concepts and principles of Professional Practice and Project Management. Reaction papers should be at least 2 pages long with at least 3 sources cited outside of class materials. They should be double-spaced, with the title, your name and date at the top in the following format:

Reaction Paper #1  
January 17, 2016  
Peggy Carr

The Reaction paper should be a free-flowing discussion of what you've learned from the assigned reading, guest speakers, classroom discussion and assignments from the previous weeks. Please do not simply repeat what you've heard or read. Discuss what you've learned and discovered, including any new thoughts or meanings that relate specifically to your own life, class experience and future career. Supplement the reaction papers with additional research and readings.

**2. Firm Profiles:** You will be assigned a "firm type" to research and profile through both interviews and research. Using the list of "Career Goals and Objectives" in Table 3-1 (Rogers), you will prepare and present a summary of your findings to the class.

**3. Career Fair:** You will prepare a resume and portfolio, and participate in interviews with potential employers at the UF Career Fair. You will prepare a 1 – 2 page paper summarizing your experience and observations about firms and the interview process.

**4. Capstone/ Terminal Project Plans:** As the Project Manager for your Capstone/ Terminal Project, you will prepare a project scope of work, hour/ fee budget, and project schedule.

**5. Business Plan:** You will team up with other students to create a new design firm, and each firm will prepare a draft and final Business Plan. The Business Plan will include your firm's:

- Values (what you care about)
- Mission (why you exist)
- Vision (how you want to be perceived)
- Types of Clients, Projects and Services
- Organization/ Staffing

- Estimated Start-up Costs and Funding Sources
- Projected Revenues and Annual Costs (Profit and Loss Statement)

*6. Marketing Presentation:* Your firm will compete against other firms to develop a Master Plan for Alachua County's Kanapaha Park. You will make a 5 minute presentation to a selection committee comprised of County staff, visiting professionals, citizens, professors and/or others.

Evaluation Criteria will include:

- Introduction to Firm, Overview: Organization, experience, qualifications, etc.
- Approach to Project: Understanding of key issues, problem-solving approach, unique ideas and techniques, creativity, etc.
- Closing: Summary, why firm should be selected, etc.

*7. Kanapaha Park Scope, Fee Budget and Schedule:* Congratulations, your firm has been selected to plan and design Kanapaha Park! You will refine the Scope of Work provided by the Client, and prepare a fee budget for the work based on the hourly rates in your Business Plan. You will also defend and negotiate your fees and schedule in class.