

SYLLABUS

Class meeting times: F, periods 2 - 5 (8:30am – 12:35pm) *and as required (see schedule)*
Room: FAC 208
Credits: 4

Instructors: Daniel Manley, PLA, LEED-AP, ASLA
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Office hours: Manley: Th 9:00am – 12:00pm or by appointment
Nawre: T, 10:30am – 12:30pm; please sign up at
<https://calendly.com/nawre/office-hours>. Office hours also by
appointment.

Canvas e-learning Website: <http://elearning.ufl.edu>

Course Overview

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

Course Purpose

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

Prerequisite Knowledge and Skills

None

Course 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*

- *understand concepts in leadership and organizational management*

Teaching Philosophy

To the greatest degree possible, class activities and assignments will simulate “real-life” professional practice and project management situations. This class will have a number of guest speakers from the profession to reinforce the concepts learned in class.

Instructional Methods

Course instruction will be a combination of lectures, readings, guest speakers, class discussion, group exercises, individual assignments, quizzes, and in-class work.

COURSE POLICIES

Class Attendance and Participation

- **Participation in class is critical.** Attendance is mandatory, and students are expected to arrive on time. Acceptable reasons for excused absences are as follows:
 - Illness
 - Serious family emergency
 - Special curricular requirements (e.g., judging trips, field trips, professional conferences)
 - Military obligation
 - Severe weather conditions
 - Religious holidays
 - Participation in official university activities such as music performances, athletic competition or debate.
 - Court-imposed legal obligations (e.g., jury duty or subpoena)
- If necessary, students shall be permitted a reasonable amount of time to make up material or activities covered in their excused absence; however, absences do not affect project deadline dates unless prior arrangements have been made.
- Requirements for class attendance and make-up exams, assignments, and other work in this course are consistent with university policies that can be found at: <https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx>.

Class Demeanor

- This is primarily an in-person class and thoughtful inquiry and discussion is expected on topics covered in the course. For any online portion of the class, you are encouraged to keep your camera on during the lecture and critique portions of the class. It is helpful to the instructor and the learning experience.
- Please schedule an office meeting for any discussions regarding attendance, tardiness, and late assignments. Do not discuss these issues with the instructor while in the classroom, before or after. Cell phones must not ring or be used during class times. If you have an emergency and must use your phone, please step outside the classroom so as not to disturb the rest of the class.

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. Please follow the directions given by the instructor as to how they will be submitted (e.g., Canvas, CD, PDF, word file, etc.). If an assignment is required to be scanned, it must be scanned; photographs of assignments are not acceptable. If a multipage PDF is requested, do NOT submit each page as a separate PDF. It must be

submitted as one file. Point deductions on the assignment may result from not following submittal directions or providing incorrect submittal or file formats.

All files must be named as follows:

(Course#Name)(Project+Description)(Student-Lastname).(pdf)

Example:

4210ProPractAssign01Smith.pdf

4ch 8ch 8ch 6ch (ch = letter characters)

- Use CAPS for Separation
- Save images in PDF format at a maximum 200 resolution
- *No spaces, hyphens, or underscoring*

Texts, Software and Other Resources

The following texts are required:

- *The Professional Practice of Landscape Architecture: A Complete Guide to Starting and Running Your Own Firm*, Second Edition, Walter Rodgers
- *Introduction to Leadership: Concepts and Practice*, Fifth Edition, Peter G. Northouse

The Professional Practice of Landscape Architecture is online in the UF Library system; however, you may want to consider purchasing the book as it is a good reference for the LARE. Other required readings will be made available as part of specific assignments.

You will be expected to bring your laptop to class. All students are required to have a laptop computer that meets the Department's computer requirement. The following software is required on your laptop:

- MS Office (Word, Excel and Powerpoint)
- Adobe Acrobat or Acrobat Reader

You will likely want to use the Adobe Creative Suite for portions of this course as well; however, this will not be needed for in-class assignments.

Course Materials and Class Recordings on Canvas

The digital course materials provided on Canvas (e.g., lectures, assignments, quizzes, et cetera) are provided for personal study and are not intended for distribution by electronic or other means. Further distribution or posting on other websites is not permitted.

Students are allowed to record video or audio of class lectures. However, the purposes for which these recordings may be used are strictly controlled. The only allowable purposes are (1) for personal educational use, (2) in connection with a complaint to the university, or (3) as evidence in, or in preparation for, a criminal or civil proceeding. All other purposes are prohibited. Specifically, students may not publish recorded lectures without the written consent of the instructor. To "publish" means to share, transmit, circulate, distribute, or provide access to a recording, regardless of format or medium, to another person (or persons), including but not limited to another student within the same class section. Additionally, a recording, or transcript of a recording, is considered published if it is posted on or uploaded to, in whole or in part, any media platform, including but not limited to social media, book, magazine, newspaper, leaflet, or third party note/tutoring services. A student who publishes a recording

without written consent may be subject to a civil cause of action instituted by a person injured by the publication and/or discipline under UF Regulation 4.040 Student.

A “class lecture” is an educational presentation intended to inform or teach enrolled students about a particular subject, including any instructor-led discussions that form part of the presentation, and delivered by any instructor hired or appointed by the University, or by a guest instructor, as part of a University of Florida course. A class lecture does not include lab sessions, student presentations, clinical presentations such as patient history, academic exercises involving solely student participation, assessments (quizzes, tests, exams), field trips, private conversations between students in the class or between a student and the faculty or lecturer during a class session.

Class sessions may be audio visually recorded by the instructor, if needed for any reason such as for internal use as a resource for students. Any intentions to record class will be announced prior to commencing. For these sessions, students who participate or in a virtual format engage with their camera on or utilize a profile image are agreeing to have their video or image recorded. If you are unwilling to consent to have your profile or video image recorded for these sessions, be sure to let the instructor know in advance and to keep your camera off and do not use a profile image. Likewise, students who un-mute during class and participate orally are agreeing to have their voices recorded for these sessions. If you are not willing to consent to have your voice recorded during these classes, you will need to keep your mute button activated and communicate exclusively using the "chat" feature, which allows students to type questions and comments live. The chat will not be recorded or shared. As in all courses, unauthorized recording and unauthorized sharing of recorded materials is prohibited.

Please note that copies of the PowerPoint slides will not necessarily be provided. Students should expect to attend class as required and take their own notes in class.

Communication

Students may contact the instructor via phone or email. Email is the primary communication method to contact the instructor outside of class time and office hours. Please use the email address listed above. Also, please only communicate with your instructor using your ufl.edu account or through the Canvas message system. Do not send emails from other accounts such as gmail.

UF POLICIES

Student Accommodations

Support services for students with disabilities are coordinated by the Disability Resource Center in the Dean of Students Office (352-392-8565, www.dso.ufl.edu/drc/). To obtain individual support services, each student must meet with a support coordinator in the Disability Resources Program who will work with the individual student and the instructor to determine appropriate support strategies. There is no requirement for a student to self-identify his/her disability; however, students with disabilities requesting accommodations should first register with the Dean of Students Office. Once registered, students will receive an accommodation letter which must be presented to the instructor when requesting accommodation. Appropriate documentation regarding the student's disability is necessary to obtain any reasonable accommodation or support service. Students with disabilities should follow this procedure as early as possible in the semester. Accommodations will be provided once the accommodation letter is presented to the instructor; accommodations are not retroactive.

Academic Honesty

The University requires all members of its community to be honest in all endeavors. When students enroll at UF they commit themselves to honesty and integrity. The faculty of Landscape Architecture fully expects you to adhere to the academic honesty guidelines you signed when you were admitted to UF. In completing the registration form at the University of Florida, every student has signed the following statement:

"I understand the University of Florida expects its students to be honest in all their academic work. I agree to adhere to this commitment to academic honesty and understand that my failure to comply with this commitment may result in disciplinary action up to and including expulsion from the University."

Furthermore, on work submitted for credit by all UF students, the following pledge is either required or implied:

"On my honor, I have neither given nor received unauthorized aid in doing this assignment."

It is to be assumed that all work will be completed independently unless the assignment is defined as a group project by the instructor. This does not mean that students cannot help one another in learning material, but all work that is turned in must be independent work of that individual.

Misrepresentation or plagiarism, such as claiming another's work to be one's own, refers to graphic, images, and design work as well as written work. Submitting work from one course to fulfill the requirements of another (unless expressly allowed by the instructor) is also misrepresentation.

The University Honor Code and the Department of Landscape Architecture Academic Honesty Policy are to be followed to the letter. Any students found to have cheated, plagiarized, or otherwise violated the Honor Code in any assignment will be punished according to the severity of the act and may be referred to the Honor Court. It is each student's responsibility to report any infraction, and it is expected that each faculty will report all infractions as well.

For more information, see <http://www.dso.ufl.edu/sccr/process/student-conduct-honor-code/> and the Department of Landscape Architecture Academic Honesty Policy.

Netiquette: Communication Courtesy

All members of the class are expected to follow rules of common courtesy in all email messages, threaded discussions and chats. For a description of what is expected and what will occur as a result of improper behavior see the University's [Netiquette Guide for Online Courses](#).

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.

GRADING POLICIES

Course grades will be based on problem solving skills as they relate to the accomplishment 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	100-93	92-90	89-87	86-83	82-80	79-77	76-73	72-70	69-67	66-63	62-60	59-0
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 <https://catalog.ufl.edu/ugrad/current/regulations/info/grades.aspx>.

As per department 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.

ASSIGNMENTS AND QUIZZES

Students will be evaluated based on assignments the below. Course grades will be based on the following approximate weighting (subject to change):

Description	Percentage of Total Grade
A01 – Building the Business	20%
A02 – Managing the Work	20%
A03 – Winning Jobs and Writing Contracts	25%
A04 – Leadership	15%
In-Class Activities	5%
Leadership Activities	5%
Final Quiz	10%
Total Assignments	100%

Assignments are expected to be submitted by the specified due date. If no prior arrangement is made with the instructor for a late submittal, the maximum points that the student can earn for the assignment will be reduced by 4% for every day it is late. For example, if a 100 point assignment is two days late, the maximum points that the student can receive for the assignment is 92 points (i.e., 92% of 100 points). If the student receives the equivalent of an 85% on the assignment, the student would receive 78.2 points (85% of 92 points). Assignments that are five days late or more will be graded out of

80% of the total points of the assignment. Late assignments will be accepted on or before the last day of class. A grade of zero will be given until the assignment has been turned in.

In-class activities are routinely assigned and accomplished during class times and are expected to be turned in before leaving class. Timely submission of activities is included as part of the activity rubric and the above late policy is not applicable. In-class activities should be anticipated weekly and are not listed on the weekly course schedule.

A due date and time will be provided for every assignment, and an assignment is considered a day late if it is submitted after the specified date and time. The deadline is a hard deadline; no exceptions will be made for scanning, computer related issues, uploading, et cetera. Assignments are considered an additional day late every 24 hours from the due date.

Assignment submissions may be updated and re-uploaded to the Canvas site as needed prior to a submittal deadline. Once the deadline has passed for an assignment and a submission has been made, additional submittals are not guaranteed to be accepted. If the updated, late submittal is accepted, the entire submittal will be considered late and points will be deducted based on the date of the late submission. In addition, it is the student's responsibility to ensure that a submission is complete; missing items will not be given credit.

Evaluation of Course and Faculty

Students are expected to provide professional and respectful feedback on the quality of instruction in this course by completing course evaluations online via GatorEvals. Guidance on how to give feedback in a professional and respectful manner is available at <https://gatorevals.aa.ufl.edu/students/>. Students will be notified when the evaluation period opens, and can complete evaluations through the email they receive from GatorEvals, in their Canvas course menu under GatorEvals, or via <https://ufl.bluera.com/ufl/>. Summaries of course evaluation results are available to students at <https://gatorevals.aa.ufl.edu/public-results/>.

Disclaimer

This syllabus represents our current plans and objectives. As we go through the semester, these plans may need to change to enhance individual and group learning. Such changes are not unusual and should be expected.

GETTING HELP

Counseling and Wellness Resources

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

U Matter, We Care: If you or someone you know is in distress, please contact umatter@ufl.edu, 352-392-1575, or visit [U Matter, We Care website](#) to refer or report a concern and a team member will reach out to the student in distress.

Counseling and Wellness Center: [Visit the Counseling and Wellness Center website](#) or call 352-392-1575 for information on crisis services as well as non-crisis services.

Student Health Care Center: Call 352-392-1161 for 24/7 information to help you find the care you need, or [visit the Student Health Care Center website](#).

University Police Department: [Visit UF Police Department website](#) or call 352-392-1111 (or 9-1-1 for emergencies).

UF Health Shands Emergency Room / Trauma Center: For immediate medical care call 352-733-0111 or go to the emergency room at 1515 SW Archer Road, Gainesville, FL 32608; [Visit the UF Health Emergency Room and Trauma Center website](#)

E-learning technical support: Contact the [UF Computing Help Desk](#) at 352-392-4357 or via e-mail at helpdesk@ufl.edu.

Any requests for make-ups due to technical issues MUST be accompanied by the ticket number received from LSS when the problem was reported to them. You MUST e-mail your instructor within 24 hours of the technical difficulty if you wish to request a make-up.

[Career Connections Center:](#) Reitz Union Suite 1300, 352-392-1601. Career assistance and counseling services.

[Library Support:](#) Various ways to receive assistance with respect to using the libraries or finding resources.

[Teaching Center:](#) Broward Hall, 352-392-2010 or to make an appointment 352- 392-6420. General study skills and tutoring.

[Writing Studio:](#) 2215 Turlington Hall, 352-846-1138. Help brainstorming, formatting, and writing papers.

Student Complaints On-Campus: [Visit the Student Honor Code and Student Conduct Code webpage for more information](#).

On-Line Students Complaints: [View the Distance Learning Student Complaint Process](#)

Wk	Date	Topic Detail	Instructor	Assignment Assigned	Assignment Due	Textbook Readings ¹
1	7-Jan	Intro, Profession Overview, Entering the Profession – Job Interview Process <i>Guest: Jay Hood (Catalyst Design Group)</i>	Nawre			<i>The Professional Practice of Landscape Architecture:</i> Chapter 1 (pp. 17-23 and 29-43) and Chapter 4 (pp. 236-238)
2	14-Jan	Starting Your Own Business	Manley	A01 – Building the Business		<i>The Professional Practice of Landscape Architecture:</i> Chapter 5 (pp. 264-284 and 287-289) and Chapter 6 (pp. 292-314)
3	21-Jan	Accounting Concepts for LAs	Manley			
4	28-Jan	Financial Management for LAs <i>Guest: Amanda Staerker (Allee Design)</i>	Manley			
5	4-Feb ²	Project Management <i>Guest: Sharon Lamantia (Dix.Hite + Partners)</i>	Manley	A02 - Managing the Work	A01 – Building the Business	<i>The Professional Practice of Landscape Architecture:</i> Chapter 9 (pp. 410-438, 459-468), Chapter 10 (pp. 471-489 and 494-495) and Chapter 11 (pp. 520-522)
6	11-Feb	Project Tracking	Manley			
7	18-Feb	Contracts, Law & Liability	Manley			
8	25-Feb	Communication and Presentation Essentials, Time Management, Networking <i>Guest: TBD</i>	Nawre			

9	4-Mar ³	Marketing <i>Guest: TBD</i>	Nawre	A03 - Winning Jobs & Writing Contracts	A02 – Managing the Work	<i>The Professional Practice of Landscape Architecture:</i> Chapter 8, until p 402
10	11-Mar	Spring Break				
11	18-Mar	Marketing <i>Guest: TBD</i>	Nawre			
12	25-Mar	The Client- Consultant Relationship <i>Guests: TBD</i>	Nawre		A03a - Submission	
13	1-Apr	Recent Graduate Panel (TBD) Marketing Presentations (part of A03b)	Nawre		A03b – Presentations	
14	8-Apr	Project Approvals & Post Design Services <i>Guests: TBD</i>	Manley	Final Quiz Open		<i>The Professional Practice of Landscape Architecture:</i> Chapter 10 (pp. 503- 504)
15	15-Apr	Ethics, Licensure, and the Profession <i>Guests: Members of ASLA Florida Executive Committee</i>	Nawre		Final Quiz Due (Quiz will be open until 5pm on 4/27)	

¹Readings listed are only from textbook. Other req'd readings may be provided in individual assignments

²For week 5, you will be required to attend the Edward D. Stone, Jr. Lecture by Chelina Odbert on Feb 2nd from 6:00-7:30 pm.

³For week 9, you will also be required to attend at least one of the following: the Industry Expo After Hours Networking event (Wednesday Evening, March 2) or the Design & Planning Career Fair (Thursday, March 3)

Leadership Module Schedule Addendum – Subject to Change

Wk	Date	Topic Detail	Instructor	Assignment Assigned	Assignment Due	Leadership Textbook Readings
1	7-Jan	Leadership Module Intro	Manley			Chapter 1
2	14-Jan	Leadership Overview	Manley			Chapter 2
3	21-Jan	Leadership Traits	Manley			Chapter 3
4	28-Jan	Leadership Styles	Manley			Ch. 4 and Managerial Grid (ARES)
5	4-Feb	Behavioral Leadership	Manley			Chapter 5 and 6
6	11-Feb	Leadership Skills and Strengths	Manley			Chapter 7
7	18-Feb	Leadership and Organizational Culture (Vision)	Manley			Chapter 8
8	25-Feb	Leadership and Organizational Culture (Constructive Climate)	Manley			Chapters 9 and 10
9	4-Mar	Leadership and Organizational Culture (Diversity and Inclusiveness)	Manley	A04 - Leadership		Chapter 11
10	11-Mar	Spring Break				
11	18-Mar	Leadership and Organizational Culture (Handling Conflict)	Manley			Chapter 12
12	25-Mar	Organizational Leadership: Ethics	Manley			Chapter 13
13	1-Apr	Achieving Organizational Goals	Manley			
14	8-Apr	Leadership Presentations	Manley		A04 - Leadership	
15	15-Apr	Leadership Module Wrap-up	Manley			