

LAA 6322

Project Management for Landscape Architects

UF Department of Landscape Architecture

Spring 2025

SYLLABUS

I. General Information

CLASS MEETINGS: Online via Zoom (refer to Canvas page for detail):

Monday | Periods 2-4

(8:30 AM - 11:30 AM)

In Person: Wednesday's

Periods 2 (8:30 PM – 9:20 PM)

439 Antevy Hall

CREDITS: 4 Credits

INSTRUCTORS: Dr. Jules Bruck, FASLA, PLA

Office: 431A Antevy Hall

Office Hours: Fridays, 12:30 PM – 3:00 PM, use [Microsoft Bookings Page](#) (see Canvas) to sign up for office hours. Use email (jbruck@ufl.edu) or Canvas messages for general questions.

Dr. Nicole Steadman

101A Grinter Hall

nsteadman@ufl.edu

Office Hours: by appointment

COURSE DESCRIPTION

This course is designed to prepare students for professional practice and to provide a comprehensive understanding of the business of landscape architecture in both private and public sectors. It covers foundational concepts related to professional practice and career development; clients and marketing; community engagement; project management; finances, accounting, contracts, and post-design services. Students will meet many different professionals who will share their insights and deliver guest lectures. This course also covers foundational concepts, theories, and processes of leadership including adaptive leadership and influence as a means of leading.

PREREQUISITE KNOWLEDGE AND SKILLS

None

REQUIRED READINGS AND WORKS

All required readings and works are available at the UF Library, as an e-text, or are provided in Canvas.

Required e-text, found in the UF Library:

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

You may want to consider buying the book as it is a good reference for the L.A.R.E.

REQUIRED SUPPLIES AND SOFTWARE

You will need a computer with a camera to take part in the course via Zoom. Assignments will require general software such as:

MS Office (Word, Excel and Powerpoint)

Adobe Acrobat or Acrobat Reader

II. Student Learning Outcomes (SLOs)

At the end of this course, students are expected to have mastered the following course learning objectives (CLOs) which are part of the programmatic student learning outcomes (SLO) headings as follows:

CONTENT
SLO 1 – Integrate concepts from the general body of KNOWLEDGE of the profession of landscape architecture in design decision-making.
CLO 1 – summarize current and emerging practice opportunities that utilize LA skills and knowledge in a variety of private, public, academic, and non-governmental settings.
CLO 2 – employ basic principles of accounting and financial management.
CLO 3 – describe the marketing process for LA professionals including the public solicitation process.
CLO 4 – articulate a general understanding of contracts and law and evaluate risk as it relates to project management and professional liability.
CLO 5 – examine key concepts related to project management and delivery.
CLO 6 – explain bid and construction phase responsibilities including construction administration and observation.
SLO 2 – Apply core professional landscape architecture SKILLS in design decision-making.
CLO 7 – identify and apply project management techniques necessary to lead and collaborate on projects.
CLO 8 – employ project tracking techniques to mitigate financial risk in project management
CLO 9 – apply basic concepts in leadership and organizational management
SLO 3 – Apply ETHICAL understanding to design decision-making
CLO 10 – connect the ethical and professional obligations to clients, communities, the public, and the environment.
CLO 11 - articulate the importance of lifelong learning, advocacy, career development, and the role of professional and community organizations in professional development
CLO 12 - critique the regulatory, professional practice, and licensure requirements

COMMUNICATION
SLO 5 – Produce professional visual, oral, and written COMMUNICATIONS .
CLO 13 – present ideas concretely through visual, oral, and written communication.
CLO 14 – choose the appropriate business communication tool for various professional situations
CLO 15 – summarize project management information succinctly and with clarity

III. Graded Work

The course assignments add up to total 100 possible points. Some extra credit assignments may be provided during the semester.

DESCRIPTION OF GRADED WORK

Professional Practice @ 63% course grade:

Value Add (5% of total grade)

Each student will complete several personal strength assessments and craft a concise pitch explaining how their strengths contribute to adding value in the workplace.

The Art of the Pitch (10% of total grade)

Each student will develop a pitch to present their emerging capstone project ideas, drawing on concepts and insights gained from class.

Project Management Project (10% of total grade)

Individually, students will track a project to determine if the project is on-budget and on-time.

Reflections & Discussions (13% of total grade)

Throughout the semester, students will be individually required to write three brief reflection papers on topics related to professional practice.

Mid-Term Quiz (10% of total grade)

The mid-term quiz will cover practice areas, licensure, LA/client relationships, ethics, business strategy, business development and marketing.

Final Exam (15% of total grade)

The final quiz will cover topics related to contracts, project management, project tracking, ethics, liability, licensure, project approvals, contract documents and post-design services.

Leadership @22% of course grade:

Leadership Exercises (8% of total grade (4 @ 2%))

Students will participate in facilitated exercises throughout the semester reflective of the class topics.

Integrated leadership Perspectives (14%)

Students will create a brief (1000 word) summary of how they perceive the concepts from the semester applying to their future careers. Summaries should reflect an integrated view of the concepts.

Attendance and Engagement @ 15% of course grade:

Active participation and consistent attendance are vital for the success of this course and together, they constitute 15% of your final grade.

1. Attendance (10%): See Section VI. Required Policies – Attendance Policies.

- Attendance will be recorded at each class session.

2. Engagement (5%): Engagement is measured by your active participation in discussions, group work, and in-class activities. This includes being prepared for class (having completed readings or assignments), contributing thoughtfully to discussions, and demonstrating respect for peers and instructors. Engagement is not solely about speaking frequently; listening attentively, asking questions, and contributing to collaborative tasks are equally important.

A&E Grading Breakdown:

- Full points for attendance require minimal absences, timely arrival, and staying (with camera on) for the full duration of the class.
- Full points for engagement reflect consistent preparation, meaningful participation, and respectful interaction.

Assessment	LAA 6322 - Course Learning Objectives (CLOs)														
	SLO 1					SLO 2			SLO 3			SLO 5			
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Value Add	X										X		X		
Mid-Term Exam	X		X						X	X	X	X			
Art of the Pitch													X	X	
Project Mgmt				X	X			X					X		X
Final Quiz		X		X	X	X	X	X							
Exercises/Reflect.*															
Leadership Ex									X						
Integrated Lead Perspectives									X				X		

GRADING SCALE

For information on how UF assigns grade points, visit: <https://catalog.ufl.edu/UGRD/academic-regulations/grades-grading-policies/>

A	94 – 100%		B-	80 – < 83%		D+	67 – < 70%
A-	90 – < 94%		C+	77 – < 80%		D	63 – < 67%
B+	87 – < 90%		C	73 – < 77%		D-	60 – < 63%
B	83 – < 87%		C-	70 – < 73%		E	0 - < 60%

As per department policy, Landscape Architecture Majors must receive a C or better to move forward. Students earning a grade lower than a C is required to take the course over again.

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.

Projects 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 project will be reduced by 3% for every day it is late. Therefore, if a 10-point project is five days late, the maximum points that the student can receive for the project is 8.5 points (i.e., 85% of the total grade). If the student receives the equivalent grade of an 85% on the project, the student would receive 7.25 points (85% of 8.5 points). Project assignments that are six days late or more will be graded out of 80% of the total points of the assignment. A grade of zero will be given until the project has been turned in. Late assignments will be accepted for two weeks after the due date, after which time a final grade of zero is assigned.

Some exercises are “in-class,” and could be due at the end of the class period. If you are absent, and it is unexcused, you will not receive points for the exercise.

A due date and time is 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.

Annotated Weekly Schedule

Week	Topics, Homework, and Assignments
Week 1 1/13	<p>Module 1: Professional Practice and Career Development</p> <p>Summary: The module will explore different types of professional practice opportunities, current and emerging trends in workplace culture, and what emerging professionals can expect in the workplace.</p> <p>Topics: Course Introduction; Practice Opportunities; Licensure; Career Development & Life-Long Learning</p> <ul style="list-style-type: none"> • Required Readings/Resources: SYNKD On Air Podcast, Season 3 Ep. 3 – One gigantic Special Interest Group – our Industry Company with Guest Kona Gray, Principal at EDSA, Rogers, pp 17-38 • Assigned in Class: Value Add – Personal Strengths Assignment • Guests: Shawn Menefee, CLARB & Kona Gray, EDSA <p>LEADERSHIP: Intro</p>

<p>Week 2 1/20</p>	<p>No Class Monday 1/20, MLK Holiday: Work on Value Add Assignment</p> <ul style="list-style-type: none"> • Required Readings/Works: Roger's, pp. 292-306; ASLA Code of Ethics pp 1-4 <p>LEADERSHIP: Leaders, managers, & Administrators, Oh My!</p>
<p>Wee 3 1/27</p>	<p>Topic: Current and Future LA and Workplace Trends; Personal Strengths; Your First Job (HR 101), Office Structure; Understanding Work Expectations; Typical Professional Collaborators</p> <ul style="list-style-type: none"> • Required Readings: Rogers, pp 236-255 • Assignment Due: Value Add: see Canvas • Guests: KH HR Representative & Jaysen Williams, NV5 Recruitment Manager <p>LEADERSHIP: How We Lead, the Theories that Guide Us</p>
<p>Week 4 2/3</p>	<p>Module 2: Clients & Marketing</p> <p>This module provides and overview of key strategies for client acquisition, relationship management and successful marketing of self and the firm.</p> <p>Topic: Who are LA Clients? ; Client and Project Acquisition Strategies, Client Relationship Management</p> <ul style="list-style-type: none"> • Required Readings: Rogers, pp. 53 -58 • Assigned in Class: The Art of the Pitch: see Canvas • Guest: Carlos Perez, PP+D <p>LEADERSHIP: More Theories!</p>
<p>Week 5 2/10</p>	<p>Topic: Business strategy, business development, marketing process and skills & Career Fair Prep</p> <ul style="list-style-type: none"> • Required Readings/Works: Rogers, pp.373-378 • Assignment: see Canvas • Guest, Scott LaMont, EDSA <p>LEADERSHIP: The Buffet</p>
<p>Week 6 2/27</p>	<p>Topic: Marketing Process and Skills</p> <ul style="list-style-type: none"> • Required Readings/Works: Rogers, pp. 379-395 • Assignment: see Canvas • Guest: Chris Cianfaglione, Kimley-Horn <p>LEADERSHIP: Adaptive Leadership</p>
<p>Week 7 2/24</p>	<p>The Art of the Pitch</p> <ul style="list-style-type: none"> • Required Readings/Works: TBD • Assignment: see Canvas • Guest: Karl Soderholm, ETM <p>LEADERSHIP: The Five Steps of Adaptive Leadership</p>
<p>Week 8 3/3</p>	<p>Topic: In this class, students will deliver their pitches</p> <ul style="list-style-type: none"> • Assignment Due: The Art of the Pitch <p>LEADERSHIP: Creating Change through Adaptive Leadership</p>

<p>Week 9 3/10</p>	<p>Mid-Term Quiz Module 3: Community Engagement & Project Management</p> <p>Many disciplines work together to complete projects in the built environment. In addition, LAs work with a range of stakeholders and community members on a regular basis. In this module, we will get more in-depth with community and stakeholder engagement – how, when and why. We will also discuss project management - scoping, organization and tracking time.</p> <p>Topic: Community Engagement Basics</p> <ul style="list-style-type: none"> • Required Readings: TBD • Assignment: see Canvas <p>LEADERSHIP: Influence as a Means of Leading</p>
<p>Week 10 3/17</p>	<p>Spring Break</p>
<p>Week 11 3/24</p>	<p>Project Management – Planning, Scoping and Tracking –</p> <p>Topic: Capstone and GTP Project Management Review. We will discuss the basics of project management and how to be an effective project manager; proper techniques for project tracking.</p> <ul style="list-style-type: none"> • Required Readings: Rogers, pp. 471 – 489 • Assignment: see Canvas • Guest: Chris Cianfaglione, Kimley-Horn <p>LEADERSHIP: The Triggers of Influence (1-3)</p>
<p>Week 12 3/31</p>	<p>Student Trips – See Extended Assignment</p>
<p>Week 13 4/7</p>	<p>Module 4: Finance, Accounting, Contracts and Post Design Services</p> <p>This module will provide information about how firms are financed and what emerging professionals need to know about firm finance relative to their career. We will cover essential accounting and finance principles as well as the different types of contracts relative to LA and services landscape architects provide during the bidding and construction phases.</p> <p>Topic: Finance and Accounting</p> <ul style="list-style-type: none"> • Required Readings: Rogers, pp 264–291 • Assignment: see Canvas • Guest, Scott LaMont, EDSA
<p>Week 14 4/14</p>	<p>Topic: Basics of Contracts; Business Law Primer; Basics of Negotiating</p> <ul style="list-style-type: none"> • Required Reading: Rogers, pp. 410-427 • Assignment: see Canvas • Guest: Diana Ferguson, Esq., Rutledge Ecenia
<p>Week 15 4/21</p>	<p>Final Exam, Course Reflections</p>

VI. Required Policies

ATTENDANCE POLICY

Attendance is mandatory. Students are expected to arrive on time and in the online format students must be on time and have their camera on for the duration of the class. Acceptable reasons for excused absences are as follows:

- o Illness
- o Serious family emergency
- o Special curricular requirements (e.g., judging trips, field trips, professional conferences)
- o Military obligation
- o Severe weather conditions
- o Religious holidays
- o Participation in official university activities such as music performances, athletic competition or debate.
- o Court-imposed legal obligations (e.g., jury duty or subpoena)

Special curricular requirements and any planned absence should discuss with the instructor PRIOR to their absence to determine if it will be counted as excused or unexcused. 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.

The instructor will not provide the student notifications regarding absences and tardiness. You may email the instructor should you have any questions regarding your attendance. Please schedule an office meeting for any discussions regarding attendance, tardiness, and late assignments. Do not discuss these issues with the instructor during class time.

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>

STUDENTS REQUIRING ACCOMMODATION

Students with disabilities who experience learning barriers and would like to request academic accommodations should connect with the disability Resource Center by visiting <https://disability.ufl.edu/students/get-started/>. It is important for students to share their accommodation letter with their instructor and discuss their access needs, as early as possible in the semester.

UF EVALUATIONS PROCESS

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/>.

UNIVERSITY HONESTY POLICY

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 (<https://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.

COUNSELING AND WELLNESS CENTER

Contact information for the Counseling and Wellness Center: <http://www.counseling.ufl.edu/>, 392-1575; and the University Police Department: 392-1111 or 9-1-1 for emergencies.

COURSE MATERIALS AND IN-CLASS RECORDINGS

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.

Our class sessions may be audio visually recorded. Students who participate with their camera engaged 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, be sure to keep your camera off and do not use a profile image. Likewise, students who participate orally are agreeing to have their voices recorded.

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.

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.

Publication without permission of the instructor is prohibited. 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 Honor Code and Student Conduct Code.