



Professional Practice II: The Practice

Course Information

Course Number:	ARCH771-001
Semester:	Fall 2023
Lecture Meeting Time:	Every Thursday, 12:00pm-2:45pm In person
Lecture Location:	In-person instruction: Meyerson B3
Instructor:	Philip Ryan AIA info@studiomodh.com
Graduate Assistant	Adhityan Anbumozhi adhityan@design.upenn.edu Pan Li Xiaojun Zhou
Resources:	Canvas: https://canvas.upenn.edu/courses/1730376 Miro: https://miro.com/app/board/uXjVMu3pFNw=/

Course Introduction

Course Overview

The Professional Practice Sequence comprises two essential courses: ARCH 671 in the Spring of the second year and ARCH 771 in the Fall of the third year. These courses play a pivotal role in integrating the student's design, history and theory, and technical expertise into the broader framework of the regulatory, business, and cultural realms they will encounter in their professional journey. The discipline of architecture demands an inquisitive mind capable of synthesizing a multitude of technical, aesthetic, social, and conceptual elements. This essential characteristic is not limited to the mere creation of built spaces; it also extends to formulating a process of labor that is both responsible and fair, and capable of adapting to the ever-changing conditions of the world.

In ARCH771, students dive deeper into the intricacies of running a successful architectural practice within the contemporary construction environment. Building upon the knowledge gained in ARCH672, this course examines how an architectural office can be strategically designed to facilitate seamless execution of design and construction processes.

Throughout the course, a wide range of essential topics is covered. These include issues related to finance, liability, ethics, and the regulatory codes that significantly impact the design and construction industry. By addressing these critical aspects, students gain valuable insights into the operational aspects of an architectural practice, ensuring they are well-prepared to navigate the complexities of the professional sphere.

The lectures in ARCH771 effectively bridge the gap between the students' studio design knowledge and real-world practice. Drawing from the instructor's extensive experience in the field, local building examples are presented, enriching the learning experience. Additionally, the course features guest lectures by relevant professionals, who share their expertise, experiences, and insights. This exposure to industry practitioners enhances students' understanding of the architectural landscape and prepares them for the challenges and opportunities they may encounter in their careers.

ARCH771 adopts a multidimensional approach to learning by incorporating various resources, such as podcasts, videos, and supplementary materials and will engage in collaborative work based on the student groups utilized in ARCH671. These resources draw knowledge from diverse perspectives, both within and beyond the field of architecture and construction.

Course Objectives

- Understand the professional ethics of the discipline of architecture
- Understand the impact that local, state, and federal regulations have on the design process and building execution
- Examine liability, risk management, and the tools used by Architects to protect themselves, their clients, and the public
- Understand the regulations that govern the creation and running of an architectural practice
- Evaluate the costs of running a successful business and how that informs the creation of a fee proposal
- Discuss how to develop a vision for practice and how that can impact hiring, culture, and the growth of architects
- Discuss the role architecture plays in many of the critical issues in our world including climate change, finance, and collective action
- Discuss the evolving definition of labor and how practice has dealt with it historically and moving into the future
- Introduce diverse voices from outside the school to facilitate dialogue with the students as they consider their professional path

How the Lectures are structured

Part 1: Practice Content Lecture by Instructor

Lectures related to Professional Practice content will be given live during the scheduled meeting time during the first one and a half hours of class.

Break: 10 minutes

Part 2: Guest Lecture or discussion/workshop

The second half of class, will be either a group collaboration workshop or a guest lecture participation session for approximately one to one and a half hours. Some guest lecture videos will be assigned **PRIOR** to class meeting time to enable the students to review the content at their leisure in advance of class (asynchronously). In class time will then be spent discussing the lecture content and asking questions of the guest lecturer.

Course Workload

Weekly Workload

A student can expect a workload as follows:

- 2.5-3 hour lecture online (live)
- 1-2 hour weekly assignment/reading or weekly quiz
- 10-15 minute per week to submit Guest Lecture question

At the middle of the semester a multi-part final assignment will be given that will require research and interviews of alumni working in the job market as well as architecture practices that may afford employment to the students and their peers.

- Assume 3-5 days of coordination, conversations, writing, and reporting over the second half of the semester.

Assignments

Assignments are given and described on the CANVAS website. A rubric is included with each assignment describing the parameters the instructor or Graduate Assistant will use in grading the assignment. All assignments are submitted ONLINE either through CANVAS or a GOOGLE FORM.

Late assignments submitted within 5 days will receive the rubric grade reduction. Assignments submitted later than that will be given ½ credit. Excessively late assignments will be accepted at the instructor's discretion.

Quizzes

Short, five question, weekly quizzes will be given during weeks when no assignment is due. The quizzes will be based on lecture content from the current week's lecture. The quiz is given on CANVAS (online). Students will have 30 minutes to complete the test once it has started. The quiz shall be completed within seven days of being given.

Guest Lecture Engagement

When Guest Lecturers present, a biography of the individual and their professional background will be provided to the class. The students will be assigned a **GOOGLE FORM** to submit a question under the assignment. This is mandatory and will be graded for completion.

Podcast / Reading Engagement

For select readings or podcasts, the class will be expected to post comments and questions (anonymously if you prefer) to the class **miro board**.

Course Materials + Expectations

Reading

The following texts will be used actively throughout the course:

- *The Architecture Student's Handbook of Professional Practice, 14th edition*
- *American Institute of Architects, Code of Ethics & Professional Conduct, 2012*
- Fisher, Ury, Patton, ed. "Getting to Yes, Negotiating Agreement Without Giving In".

Books are available at the Book store, Architecture Library for review, as well as at Amazon.com and other online book sources.

Course Policies

Attendance

Attendance is mandatory at both the lectures. A significant amount of material is covered in each lecture and follow up labs. Attendance is registered via participation in lectures and labs through login. Attendance is also re-affirmed through a student's successful participation in assignments and quizzes. Students are expected to attend all classes for the entire scheduled meeting time and are responsible for completing assignments and for knowing the material covered in class. Students are allowed one absence without a final course grade reduction. After the allowed absence a student's final course grade will be reduced one-half level for each additional absence (e.g. after the second absence from a seminar the final course grade will be lowered from a B+ to a B, after the third absence from a B to B-, etc.).

Grading

Grading will be tracked on CANVAS for all aspects of the class. Please note that the final "weighting" of the grades will be done near the end of the semester. Grades are weighted based on the following percentage distribution:

- 10% attendance
- 40% Quizzes, Assignments, and Guest Lecture Questions
- 50% Final Assignments

Final letter grades will be based on the following numeric groupings:

- 99%+ A+
- 95-98 A
- 90-94 A-
- 87-89 B+
- 83-86 B
- 80-82 B-
- 77-79 C+
- 76-76 C
- 70-72 C-
- Below 69 F

Note that an incomplete is granted for medical or special circumstances only and must be arranged with the instructor and department prior to the end of the semester.

Class Website

The class will use the University of Pennsylvania CANVAS course website for the distribution of assignments, information, and all discussion regarding grades or issues related to the class. This is a secure website that is being used, in accordance with Federal and University policies, to protect your privacy.

The site is located at: <https://canvas.upenn.edu/courses/1730376>

Instructor Bio

Philip Ryan RA Instructor Bio

Philip Ryan is the principal and founder of Studio Modh Architecture (www.studiomodh.com), an AIA award winning firm in Brooklyn, NY. Prior to forming the studio, Philip Ryan worked for Tod Williams Billie Tsien Architects in New York for fourteen years in design and management leadership capacities before leaving as a Senior Associate in 2012.

His design and construction experience while at the office was extensive including notably the design and construction of the AIA Honor Award winning American Folk Art Museum in New York, the AIA Honor Award winning Skirkanich Hall at the University of Pennsylvania, and the AIA Honor Award winning Barnes Foundation in Philadelphia, PA. The experience at Tod and Billie's studio has equipped him with a deep appreciation for the capabilities of architecture to enhance place as well as a sophisticated understanding of how to innovatively use material and detail buildings of import.

Studio Modh Architecture is actively engaged in a wide variety of institutional, commercial, and residential projects across the United States. Recently completed projects include the headquarters for the Motivate / Citibike group, the new Creative and Critical Writing Centers at the University of Pennsylvania, and a conceptual design for Princeton University's Facilities Group to facilitate the future growth of nearly 300,000 square feet of space on campus.

Teaching is a critical component of the architectural process and Philip has taught graduate and undergraduate studios at the Rhode Island School of Design and City College of New York. He has been a guest critic at the University of Texas at Austin, RISD, Yale University, City College, Columbia University, and the University of Pennsylvania.

Philip is a registered Architect in the state of New York, New Jersey and Pennsylvania, a member of the American Institute of Architects, and has been certified by NCARB.

University Code of Academic Integrity

University of Pennsylvania's Code of Academic Integrity

Since the University is an academic community, its fundamental purpose is the pursuit of knowledge. Essential to the success of this educational mission is a commitment to the principles of academic integrity. Every member of the University community is responsible for upholding the highest standards of honesty at all times. Students, as members of the community, are also responsible for adhering to the principles and spirit of the following Code of Academic Integrity.*

Academic Dishonesty Definitions

Activities that have the effect or intention of interfering with education, pursuit of knowledge, or fair evaluation of a student's performance are prohibited. Examples of such activities include but are not limited to the following definitions:

Cheating	Using or attempting to use unauthorized assistance, material, or study aids in examinations or other academic work or preventing, or attempting to prevent, another from using authorized assistance, material, or study aids. Example: using a cheat sheet in a quiz or exam, altering a graded exam and resubmitting it for a better grade, etc.
Plagiarism	Using the ideas, data, or language of another without specific or proper acknowledgment. Example: copying another person's paper, article, or computer work and submitting it for an assignment, cloning someone else's ideas without attribution, failing to use quotation marks where appropriate, etc.
Fabrication	Submitting contrived or altered information in any academic exercise. Example: making up data for an experiment, fudging data, citing nonexistent articles, contriving sources, etc.
Multiple Submissions	Multiple submissions: submitting, without prior permission, any work submitted to fulfill another academic requirement.
Misrepresentation of academic records	Misrepresentation of academic records: misrepresenting or tampering with or attempting to tamper with any portion of a student's transcripts or academic record, either before or after coming to the University of Pennsylvania. Example: forging a change of grade slip, tampering with computer records, falsifying academic information on one's resume, etc.
Facilitating Academic Dishonesty	Knowingly helping or attempting to help another violate any provision of the Code. Example: working together on a take-home exam, etc.
Unfair Advantage	Attempting to gain unauthorized advantage over fellow students in an academic exercise. Example: gaining or providing unauthorized access to examination materials, obstructing or interfering with another student's efforts in an academic exercise, lying about a need for an extension for an exam or paper, continuing to write even when time is up during an exam, destroying or keeping library materials for one's own use., etc.

* If a student is unsure whether his action(s) constitute a violation of the Code of Academic Integrity, then it is that student's responsibility to consult with the instructor to clarify any ambiguities.



Professional Practice II : The Practice

Course Schedule + Assignments – see CANVAS for final due dates as they may change

Week/Lecture	Component	Detail / References
Week 01 Aug 31	Pt 1 : Lecture	Construction Admin: Administration
	Pt 2 : Lecture	Construction Admin: Observation
	Read / View for Lecture	Construction (required) <ul style="list-style-type: none"> Emerging Professionals Companion. "Construction Administration." pp. 356-69 Emerging Professionals Companion. "Construction Observation." pp. 385-97 Creativity (optional) <ul style="list-style-type: none"> Simms. Robert Irwin: Conditional Art. "Introduction." pp. 7-13 Serra. Richard Serra: Writings / Interviews. First Edition. "Weight." pp.182-185 Zumthor. Thinking Architecture. "A way of looking at things." pp. 9-26
	Quiz	Quiz #1: Construction Administration
	Assignment	Podcast #1: Creativity – <i>Note: Fill out Miro board with comments</i>
Week 02 Sep 07	Pt 1 : Lecture	Business: Practice Organization / Project Team Organization
	Pt 2 : Chat	Podcast/Reading #1: Discussion on Creativity Podcast / Miro board
	Read / View for Lecture	Business of Practice <ul style="list-style-type: none"> AIA. The Architecture Students Handbook of Professional Practice. "Chapter 4: Developing a Practice." Pp. 76-110 AIA. The Architecture Students Handbook of Professional Practice. "Chapter 5: Running a Practice." Pp. 145-173
	Quiz	None
	Assignment	Podcast #2: Entrepreneur – <i>Note: Fill out Miro board with comments</i>
Week 03 Sep 14	Pt 1 : Lecture	Business: Practice Organization / Project Team Organization
	Pt 2 : Chat	Podcast/Reading #2: Discussion on Entrepreneur Podcasts
	Read / View for Lecture	<ul style="list-style-type: none"> AIA. The Architecture Students Handbook of Professional Practice. "Chapter 4: Developing a Practice." Pp. 76-110 AIA. The Architecture Students Handbook of Professional Practice. "Chapter 5: Running a Practice." Pp. 145-173
	Quiz	Quiz #2: Practice / Project Organization
	Assignment	Podcast #3: Storytelling – <i>Note: Fill out Miro board with comments</i>
Week 04 Sep 21	Pt 1 : Lecture	Business: Economics of Practice
	Pt 2 : Chat	Podcast #3: Discussion
	Read / View for Lecture	<ul style="list-style-type: none"> AIA. The Architecture Students Handbook of Professional Practice. "Chapter 5: Running a Practice." Pp. 145-173
	Quiz	None

	Assignment	Assignment #1 : Fee Proposal Template – GROUP WORK	
Week 05 Sep 28	Pt 1 : Lecture	Getting a Job	
	Pt 2 : Chat	Reading Presentation: Group work	
	Reading for Lecture	<ul style="list-style-type: none"> Fisher, Ury, Patton, ed. "Getting to Yes, Negotiating Agreement Without Giving In". Chapter I-III. <p><i>Note: group assignment where each group is assigned a component of the reading and will be expected to give a 10 minute presentation + Case Study example.</i></p>	
	Quiz	None	
	Assignment	Assignment #2: Negotiation Strategies due	Assign: Final Assignment Part 1
Week 06 Oct 05	Pt 1 : Lecture	Americans with Disabilities Act	
	Pt 2 : Chat	Fee Proposal Template Workshop	
	Reading for Lecture	<ul style="list-style-type: none"> AIA. The Architecture Student's Handbook of Professional Practice. "Chapter 10: Community Planning Controls and Buildings Codes and Standards." Pp 533-574. U.S. DOJ. Department of Justice American with Disabilities Act. For Reference Fadulu. New York Times. "New York City Sues Queens Library Architects Over Lack of Accessibility." Weblink / Scanned Reading: https://www.nytimes.com/2023/06/07/nyregion/queens-library-lawsuit-ada.html?smid=nytcore-ios-share&referringSource=articleShare Gonzalez. Next City. "Accessibility Lawsuits Are Bringing Slow But Steady Wins For Disabled City Residents." Weblink / Scanned Reading: https://nextcity.org/features/accessibility-lawsuits-are-bringing-slow-but-steady-wins-for-disabled-city 	
	Quiz	None	
	Assignment	Assign #1: Fee Proposal due Final Assign Part 1 final due	Final Assign Part 1 final due Assign #3: Accessibility assigned
Week 07 Oct 12	Fall Break		
	No Class		
Week 08 Oct 19	Pt 1 : Lecture	Building Code + Zoning	Due Assign #1: Res/Port
	Pt 2 : Chat	Portfolio / Resume Workshop	
	Reading for Lecture	<ul style="list-style-type: none"> AIA. The Architecture Student's Handbook of Professional Practice. "Chapter 10 : Community Planning Controls and Building Codes and Standards." Pp. 533-574. ICC. International Building Code 2018. Chapter 10 : Egress. Pp. 257-304. Excerpt IBC Code book scans provided by Instructor (see FILES folder under assignment) 	
	Quiz	None	
	Assignment	Assign #3: Represent yourself professionally due for class workshop	Assign #4: Egress given
Week 09 Oct 26	Pt 1 : Lecture	Marketing	
	Pt 2 : Chat	Assignment #2 Accessibility Workshop	
	Reading for Lecture	<ul style="list-style-type: none"> AIA. The Architecture Student's Handbook of Professional Practice. "Chapter 4: Section 4.5 Marking Strategy and Planning." Pp. 121-132 AIA. The Architecture Student's Handbook of Professional Practice. "Chapter 4: Section 4.6 How Clients Select Architects." Pp. 133-144 	
	Quiz	None	
	Assignment	Due Assign #4: Accessibility Discuss	Assign: Final Assignment Part 2, Pre-Lecture

Week 10 Nov 02	Pt 1 : Lecture	Contracts 1	Due: Guest #3 Ques
	Pt 2 : Chat	Assignment #4 Egress Assignment Workshop	
	Reading for Lecture	<ul style="list-style-type: none"> AIA. The Architecture Student's Handbook of Professional Practice. "Chapter 11 : Agreements with Owners and Owner-Generated Agreements." Pp 576-602, Pp 612-634. B101 Owner/Architect Agreement (Links to an external site). B105 Owner/Architect Agreement (Links to an external site). A201 General Conditions (Links to an external site) 	
	Quiz	None	
	Assignment	Due Assign #5: Egress Discuss	
Week 11 Nov 09	Pt 1 : Lecture	Contracts 2	
	Pt 2 : Chat	Moderated Chat : Conversation with a High-End residential contractor : Erin Stetzer	
	Reading for Lecture	<ul style="list-style-type: none"> AIA. The Architecture Student's Handbook of Professional Practice. "Chapter 11 : Agreements with Owners and Owner-Generated Agreements." Pp 576-602, Pp 612-634. B101 Owner/Architect Agreement (see CANVAS/FILES/READINGS) B105 Owner/Architect Agreement (see CANVAS/FILES/READINGS) A201 General Conditions (see CANVAS/FILES/READINGS) 	
	Quiz	Quiz #3: Contracts	
	Assignment	None	
Week 12 Nov 16	Pt 1 : Lecture	Skirkanich Litigation	
	Pt 2 : Chat	Moderated Chat : Conversation with a Client : Natalie Kuehler	
	Reading for Lecture	<ul style="list-style-type: none"> AIA. The Architecture Student's Handbook of Professional Practice. "Chapter 11 : Agreements with Owners and Owner-Generated Agreements." Pp 576-602, Pp 612-634. B101 Owner/Architect Agreement (see CANVAS/FILES/READINGS) B105 Owner/Architect Agreement (see CANVAS/FILES/READINGS) A201 General Conditions (see CANVAS/FILES/READINGS) 	
	Quiz	None	
	Assignment	Podcast #4: Workplace	Assign: Final Assignment Part 3
Week 13 Nov 21 (tues)	Pt 1 : Lecture	Ethics 1	
	Pt 2 : Chat	Podcast #4 Discussion	
	Reading for Lecture	<ul style="list-style-type: none"> AIA Code of Ethics (see CANVAS/FILES/READINGS) NCARB Rules of Conduct (see CANVAS/FILES/READINGS) Ethics Case Study (see CANVAS/FILES/READINGS) Ethics : Quitting a Job (see CANVAS/FILES/READINGS) 	
	Quiz	None	
	Assignment	None	
Week 14 Nov 30	Pt 1 : Lecture	Ethics 2	
	Pt 2 : Chat	Moderated Chat : Guest TBA	
	Reading for Lecture	<ul style="list-style-type: none"> AIA Code of Ethics (see CANVAS/FILES/READINGS) NCARB Rules of Conduct (see CANVAS/FILES/READINGS) Ethics Case Study (see CANVAS/FILES/READINGS) 	
	Quiz	Quiz #4: Ethics	
	Assignment	None	

Week 15

Dec 07

Pt 1 : Lecture **Project Development and Finance**Pt 2 : Chat **Moderated Chat** : Conversation with a Principal of a Large Firm : Hana KassemReading for
LectureQuiz **Quiz #5: Development and Finance**

Assignment

Dec 12**Last Day of Class**

Note : All Dates are subject to change depending on lecture / discussion / guest schedules as announced by instructor