

Norbert Lemermeyer

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COURSE DESCRIPTION

This course exposes students to a range of themes on leading ideas through architecture. Leadership is not reduced to its definition as superiority or authoritative management, rather is embraced as creative ways to flourish and practice towards a desired objective. In addition to applied strategic planning in the business models of leadership, leadership in architecture is explored from a variety of angles and scales.

Architecture, and its practice deal with complex design requirements assimilating changing processes, contexts and tools of production. There are numerous individuals and firms designing successful practices to integrate research, design and change beyond externally imposed restrictions. Some maneuver a path through collaboration, foresight and precision of implementation. Others find ways to dilute existing systems to successfully allow for innovation and experimentation.

Entrepreneurs, practicing architects, academic rebels and business capitalists will discuss their visions of leadership and its implementation. Responding to the themes, students will develop a strategic path towards a desired outcome of their concept of architectural leadership using some of the applied skills developed in the class.

Leadership in Architecture is a course where students, using their skills and experience outline and develop a vision of how they could put their training to use in the community. Students will be encouraged to demonstrate leadership by looking to alternative ways to have impact in today's quickly changing world in the built environment.

OBJECTIVES

To understand roles and scales of leadership in architecture

To set frames of reference for students that seek to prepare themselves for ranging shapes of practice in architecture

To develop a vision and strategic plan to implement a conceptual framework

To develop marketing and communication skills

To dare to dream and dissolve the myth that reality cannot be a place for creativity

TEACHING APPROACH

There will be lectures, panel discussions, question and response sessions. In addition, a series of developmental assignments will be produced to progress the students' final case study presentations.

Students will be exposed to both themes and skill developments to envision a potential architectural leadership direction and possible ways to implement it.

Each class will be divided into 3 sections

1. Thematic Directions
2. Skills Development
3. Applied Evaluations

Content: Topic Areas

WEEK 1	FINDING YOUR VISION: Leadership In Architecture
Sept 15	The thought leader and the practical builder
WEEK 2	DEVELOPING YOUR VISION: Strategic Plan
Sept 22	Some visions detailed, others derailed
WEEK 3	A BUSINESS CASE FOR YOUR VISION
Sept 29	The three-year plan
WEEK 4	MARKETING YOUR VISION: One little Architect Went to the Market
Oct 20	Identity, marketing and strategy
WEEK 5	COMMUNICATING YOUR VISION: The Science of Story Telling
Oct 27	Developing a communication plan to motivate imaginations
WEEK 6	PRESENTING YOUR VISION: The Dragon's Den The Beaver's Dam
NOV 03	The Architectural potential: student presentations

MEANS OF EVALUATION

Course evaluation will be based on the assignments completed during the term, which includes written assignments, presentation of work and facilitating discussions through questions. Students are expected to participate in class discussion.

Understanding of course material, and engagement will be demonstrated by responses to resources and lectures. Value is given to the ability to articulate ideas with a focused and clear position and communicate it with conviction, clarity and intent.

Assignments should exhibit appropriate written and visual communications skills.

There will be a final presentation but no final examination.

Class Participation	10%
Assignment 1- Vision	10%
Assignment 2 - Strategic Plan	25%
Final Presentation	45%
Presentation Document	10%

Grade	Grade Point Value	4-Point Range	Percent	Description
A+	4.00	4.00	95-100	Outstanding - evaluated by instructor
A	4.00	3.85-4.00	90-94.99	Excellent - superior performance showing comprehensive understanding of the subject matter
A-	3.70	3.50-3.84	85-89.99	Very good performance
B+	3.30	3.15-3.49	80-84.99	Good performance
B	3.00	2.85-3.14	75-79.99	Satisfactory performance
B-	2.70	2.50-2.84	70-74.99	Minimum pass for students in the Faculty of Graduate Studies
C+	2.30	2.15-2.49	65-69.99	All final grades below B- are indicative of failure at the graduate level and cannot be counted toward Faculty of Graduate Studies course requirements.
C	2.00	1.85-2.14	60-64.99	
C-	1.70	1.50-1.84	55-59.99	
D+	1.30	1.15-1.49	50-54.99	
D	1.00	0.50-1.14	45-49.99	
F	0.00	0-0.49	0-44.99	

CACB Student Performance Criteria

The following CACB Student Performance Criteria will be covered in this course at a primary level: Leadership and Advocacy, Ethics and Professional Judgement, Practice Organization. (other criteria will be covered at a secondary level): Critical Thinking Skills, Verbal and Written Skills, Research Skills, Collaborative Skills.

BOOKS for reference

Additional resources will be provided with assignments and lectures

- The Changing Shape Of Practice: Integrating Research and Design in Architecture
Edts, Micheal Hensel & Fredrik Nilsson
- The E-Myth Architect: Why Most Architectural Firms Don't Work and What to Do About It. *Micheal E. Gerber & Norbert C. Lemermeyer.*
- A Whole New Mind *Daniel Pink*

Notes:

1. Written work, term assignments and other course related work may only be submitted by e-mail if prior permission to do so has been obtained from the course instructor. Submissions must come from an official University of Calgary (ucalgary) email account.
2. Academic Accommodations. Students who require an accommodation in relation to their coursework or to fulfil requirements for a graduate degree, based on a protected ground other than disability, should communicate this need, preferably in writing, to their Instructor or the designated contact person in EVDS, Jennifer Taillefer (jtallef@ucalgary.ca). Students who require an accommodation unrelated to their coursework or the requirements for a graduate degree, based on a protected ground other than disability, should communicate this need, preferably in writing, to the Vice-Provost (Student Experience). For additional information on support services and accommodations for students with disabilities, visit www.ucalgary.ca/access/
3. Plagiarism - Plagiarism involves submitting or presenting work in a course as if it were the student's own work done expressly for that particular course when, in fact, it is not. Most commonly plagiarism exists when:(a) the work submitted or presented was done, in whole or in part, by an individual other than the one submitting or presenting the work (this includes having another impersonate the student or otherwise substituting the work of another for one's own in an examination or test),(b) parts of the work are taken from another source without reference to the original author,(c) the whole work (e.g., an essay) is copied from another source, and/or,(d) a student submits or presents work in one course which has also been submitted in another course(although it may be completely original with that student) without the knowledge of or prior agreement of the instructor involved. While it is recognized that scholarly work often involves reference to the ideas, data and conclusions of other scholars, intellectual honesty requires that such references be explicitly and clearly noted. Plagiarism is an extremely serious academic offence. It is recognized that clause (d) does not prevent a graduate student incorporating work previously done by him or her in a thesis. Any suspicion of plagiarism will be reported to the Dean, and dealt with as per the regulations in the University of Calgary Graduate Calendar.
4. Information regarding the Freedom of Information and Protection of Privacy Act (<http://www.ucalgary.ca/secretariat/privacy>) and how this impacts the receipt and delivery of course material
5. Emergency Evacuation/Assembly Points (<http://www.ucalgary.ca/emergencyplan/assemblypoints>)
6. Safewalk information (<http://www.ucalgary.ca/security/safewalk>)
7. Contact Info for: Student Union (<https://www.su.ucalgary.ca/contact/>); Graduate Student representative(<http://www.ucalgary.ca/gsa/>) and Student Ombudsman's Office (<http://www.ucalgary.ca/ombuds/>).