ASSIGNMENT 1
Due 12 January 2011

1. Issues of Interest
Refer to your notes from last semester and using your own judgment, develop a list of the ten contemporary professional practice issues of greatest impact on to the effective realization of projects. Include your reasoning.

Come prepared to share these and develop a similar list to be used by entire class.

2. Context
Interview your parents about what life was like for them before and after you were born. Pay attention to what kind of questions are effective at eliciting information and which result in unclear understandings.

Interviewing Strategies:
Prepare your questions ahead of time and record their answers.
Consider “taking them back” to that time, before actually asking any questions.
Note any variation between your intentions for the interview and its eventual course.
Assignment 2 - Sources

Issued Wednesday, Jan 19

The aim of this assignment is to look at projects with which you may be familiar to assess the information that is currently available about them. Choose one project. Through research of available sources, define the underlying reason/cause/purpose for the project and any mention of the design process. Note the sources for this information. Reflect on the reliability of these sources and what would be required to determine a “fuller truth” as to the forces shaping this project.

Choose one from the following list (different/each):

1. Jaques Herzog & Pierre de Meuron: Koechlin House, Basel, Switzerland
2. Behnisch & Partner: Charlotte Haus, Stuttgart, Germany
3. Emilio Tunon and Luis Moreno Mansilla: Fine Arts and Archaeology Museum, Zamora, Spain
4. Jaques Herzog & Pierre de Meuron: Goetz Art Gallery, Munich, Germany
5. Tod Williams Billie Tsien (New York): Cranbrook Natatorium, Bloomfield Hills, MI
7. Steven Holl: Chapel of St. Ignatius, University of Washington, Seattle, WA
8. Heikkinen + Komenon: Finnish Embassy in Washington, DC
9. Rick Joy: Tubac House, Tucson, AZ
10. Carlos Jimenes: Central Administration and Junior School, Museum of Fine Arts, Houston
11. Tonet Sunyer: House-Studio Sendin, Las Matas, Madrid, Spain
13. Adalberto Libera: Casa Malaparte (on the Island of Capri, Italy)
15. Fumihiko Maki: Sam Fox School of Design and Visual Arts, Washington Univ., St Louis, MO
16. Rafael Moneo: Prado Museum Expansion, Madrid, Spain
17. Tony Fretton Architects: Building with two duplex apartments, Groningen, Netherlands
18. Richard Neutra: Kaufmann House, Palm Springs (and restoration by Marmol Radziner)
19. Trahan Architects: LSU Academic Center for Student Athletes, Baton Rouge, LA
20. Carlos Puentes: Ciempozuelos Cultural Center, Madrid, Spain
21. John Pawson: Novy Dvur Monastery, near Prague
22. Martinez Lapena-Torres Arquitectos: Banys de Sant Sebastia-Swimming Pools, Barcelona
23. Vincent James Associates: Charles W Hostler Student Center, American University of Beirut
24. Ricardo Legorreta: Renault Factory, Durango, Mexico
25. Rudolf Schindler: Schindler House, Los Angeles, CA
26. Carlos Ferrater: Studio House for a Photographer, Gerona, Spain
27. John Lautner: Schaffer House, Los Angeles, CA
28. Bolles/Wilson: WLV office building, Muenster, Germany
30. Mahler Guenster Fuchs: Schulzentrum Muenchen-Riem, Munich, Germany
 assignment 3- issues of interest

the issues- aspects of practice

In your first semester work, you experienced the challenges and rewards associated with collaborative project delivery. Concurrently, you explored a broad spectrum of practice issues, outside the realm of “design”, which proved to have a potentially critical impact on resulting architecture.

Your first project will extend your inquiry into one area of professional practice which is now of particular interest to you individually. Through research and interviews with practitioners, you will assess its impact on project delivery, and identify the related pitfalls faced by Architects and how successful architects overcome them.

For Wednesday:

1. Clarify the particular issue on which you would like to focus your research.

2. Identify and provide a one paragraph summary analysis for each of three existing case studies focusing on the role of this issue in practice. Be prepared to discuss these in class.

3. Identify three architecture firms in Boston who are known to be successful in this area of professional practice.

4. Media: (fun) Advice on surviving and (serious) successfully sourcing your case study investigation:

“On the Ground with Nicholas D. Kristof”
(http://www.youtube.com/watch?v=SVVdH8n5470)

“Tips from Bob Woodward on Investigative Journalism”
(http://www.youtube.com/watch?v=VVKGUctuoXE)
Assignment 4 - Context

Issued Monday, Jan 23  
Due: Monday, Jan 30

1. Divide into four groups, each representing a decade in the history of Boston and Eastern Massachusetts: 70’s, 80’s, 90’s, and 00’s.

   Making use of the issues list developed as a class 23 January, prepare a 15-minute contextual synopsis of the period chosen with particular attention to the issues of direct or indirect relevance to the topics discussed. Class time on Monday will be spent your presentation of these periods, your methodology, and content.

2. Review the NCARB Award Requirements and prepare a draft approach to your combined (Sections 1 & 2) entry. Include content and graphic objectives and possible layout strategies.
Assignment 5

Due: Wednesday 9 February - Attendance is Mandatory

Both sections to work on NCARB Prize during class periods. 
(http://www.ncarb.org/Studying-Architecture/Educators/NCARB-Prize-Program.aspx)

Submit Entry by Thursday 10 February 2011 via Fedex

Due: Monday 14 February

Team Issues Presentations- Part I

Each team presents to class; all projects (two minute presentation + eight minutes feedback)

a. Prepare the learning objective being as succinct and precise as possible.

b. Specify the characteristics/criteria for ideal building and firm selection.

Due: Wednesday 16 February

Team Issues Presentations (and building selection)- Part II

Each team presents to class; all projects (two minute presentation + eight minutes feedback)

a. Present refinement based on Monday’s feedback.

b. Propose three buildings as candidates for Case Study. Buildings will selected based on supporting arguments.
Assignment 3- Issues of Interest- Group Rankings

Please rank the following issues in terms of importance, when contemplating their reverence in current professional practice.

1. Aesthetics: Gesture vs Craft
2. Art: Product vs Process
3. Client: Master or Partner
4. Communication: Collegial vs Competitive
5. Communication: Speaking vs Listening
6. Context: Continuity vs Autonomy
7. Contribution: Art vs Science
8. Creativity: Innovation vs Accommodation
9. Credibility: Authority vs Expertise
10. Duty: Utility vs Art
11. History: Tradition vs Precedence
12. Image: Appeal vs Respect
13. Impact: Function vs Form
14. Integrity: Sustainability vs "Greenwashing"
15. Practice: Business vs Profession
16. Professional Ethos: Altruism vs Personal Gain
17. Project Benefit: Short vs Long-term
18. Project Control: Conviction vs Flexibility
19. Risk: Authorship vs Accountability
20. Role: Collaboration vs Direction
21. Validity: Meaning vs Utility
Issues of Interest- Group Rankings (Final List)

The following list restates, in broadly applicable terms and no particular order, the ten issues you have prioritized as most relevant to contemporary practice.

1. Issues Relating to Collaboration in Practice (Collegial vs Dominant)
2. Issues Relating to Communication in Practice (Speaking vs Listening)
3. Issues Relating to Ethics in Practice (Altruism vs Personal Gain)
4. Issues Relating to Imperfect Choices in Practice (Short vs Long-term)
5. Issues Relating to Research and Innovation in Practice (Product & Process)
6. Issues Relating to the Applied Understanding of Architecture's Value/Benefit
7. Issues Relating to the Balance between image and authenticity (Sustainability vs “Greenwashing”)
8. Issues Relating to the Definition of Professionalism (Success vs Professionalism)
9. Issues Relating to the Nature of Creativity in Practice (Innovation vs Accommodation)
10. Issues Relating to the Role of Clients in Practice (Master or Partner)
ARCH 6440 - Project Case Studies II
Analysis of Practice in the Design Process

Instructor: Daniel Hewett AIA LEED dmhewett@gmail.com 617-291-2102 (cell)

Issues of Interest- Group Rankings (Final List)
Northeastern University School of Architecture | Spring 2011

ARCH 6440 - Project Case Studies II
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Issues of Interest- Group Rankings (Final List)
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ARCH 6440 - Project Case Studies II
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Section I:  Monday + Wednesday 9:50 -11:30
Section II:  Monday + Wednesday 11:45 -1:25
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CASE STUDY RESEARCH

Assignment: Format  
Due: 3/9/11

As discussed on Monday, come to class prepared to discuss your shared (both sections’) online format for the individual case studies. You will also meet with me in teams to discuss the format and content plans for your individual case studies.

Readings:  “13 Simple Journalist Techniques for Effective Interviews”
(http://www.bravewnewtraveler.com/2007/03/26/13-simple-journalist-techniques-for-effective-interviews/)
A shortlist of helpful tips for conducting successful interviews.

Assignment: Timeline  
Due: 3/14/11

As described in the Research Guidelines (below), develop a draft Project Timeline.

On it, identify the key project milestones. For contextual understanding of the project, develop a parallel record of key milestone/events and periods, locally, regionally, and nationally, as relevant to an understanding of the project. Consider, for instance: Socio-Economic, Political, and Business Cycles/Trends.

Develop a working draft Project Area Plan, including:
- Place within the larger city
- Building Use Profile of Site and surrounding area
- Proximity to relevant stakeholders groups/entities

Chapter 4 Developing a Practice pp. 76-143
Chapter 9.2 Managing Architectural Projects pp. 459-476

Assignment: Context  
Due: 3/16/11

Based on the Case Study samples reviewed in class on 3/9, the AIA Case Study Format (as modified to reflect your Issue of Interest in consultation with me), use your graphic format to prepare a working draft of the following sections for 10 minute projected class presentation:

Preface
Introduction
Abstract
Perspectives
- Protocols: The Web of Decision-Making (Include Team Chart)
- Constituencies: Key Voices in Projects
- Stories: The Episodes of Practice
RESEARCH GUIDE

Now that you have a building it will be necessary to build a framework of “facts” about the project that will serve as the factual foundation for your analysis and conclusions. Over the next two weeks, do the necessary research and contact the appropriate project sources to identify the following, as relevant to your Case Study and Issue of Interest. While you may not be able to obtain all of this information, it should serve as a useful guide. Assignments follow the list.

1. Project Description
   - Project name
   - Location
   - Type of Project Market Sector
   - Client
   - Budget/Cost of Project
   - Compensation Type > Lump Sum, % of cost, etc
   - Size of Project > Area, etc
   - Schedule > Basic Timeline
   - Graphic- Photos of finished project, drawings, renderings, etc

2. Team
   - Create two charts > internal team and external team > identifying all of the players on the project, with names, titles and positions. Construct the chart in such a way that it illustrates the lines of communication and decision-making hierarchies.

3. Scope of Services
   - What scope of services did the firm on this project provide?
   - How is the scope of services defined by the contract?
   - Was compensation for all services structured the same way? If not, explain why different approaches were used. Develop a brief explanation of each specific service provided by the firm and list the products/deliverables associated with each service.

4. Delivery
   - What method of design + construction delivery was utilized for this project? Why was this method chosen? Was this delivery method typical or atypical for the firm?
   - What are advantages/benefits were associated with the chosen approach?
   - What liabilities/limitation?

5. Roles/Responsibilities
   - Working with the scope of services list and the external and internal team charts, create a Roles + Responsibilities Chart that illustrates primary, secondary and tertiary responsibilities for each of the services.

6. Time/Schedule
   - Describe the major phases of the project schedule and indicate when each major service task occurred in relation to the overall project.

7. Money/Budget
   - What was the project budget initially presented to the design firm by the client?
   - What were the sources of finding for the project?
   - Was the budget reasonable for a project of this scale/scope? What challenges did the budget present? At what points in the design process were budgets presented to the client? Who prepared the estimates? Did the project budget change over the course of the project? How were these changes agreed upon? Was the project bid or negotiated? Was the construction cost different from the budget? How were costs controlled/managed during the construction process?

8. Agreements
   - What forms of agreement were used? Between which parties?
   - Give AIA form where applicable. List all contracts used for the project.
How were the terms and conditions of the contract made clear to each party involved? Who led the process? What modifications or additions, if any, were made to the contract? By whom? Why? What were the challenges, misunderstandings, or violations of the contract? Describe and comment. Were there any other issues? Provide commentary.
“Feedback” Reciprocal Relationships Between Process and Product

**Process**

**Communications: Firm-Appropriate Internal Methods**
Thomas Neal and Scott Swails

**Thinking Like an Institution: Firm Organization, Adaptation, and Longevity**
Hope Blanchette & Brad McKinney

**Leveraging Expertise: The Architect's Role Among Specialists**
Betty Quintana & Andrea Levielle

**Ethos + Morale: Hiring, Retention, and Firm Culture**
John Stoddard & Travis Blake

**Predesign Services: Creating Value Through Early Strategic Input**
Josh Billings & Caitlin Wezel

**Third Party: Seeking an Ideal Role for Owner's Project Managers**
Brian Gouin & Melissa Goldfarb

**Favorable Conditions: Strategies for Successful BIM Implementation**
Luke Palma & Brian Gregory

**Vision as a Catalyst in a Building Project**
Aaron Trahan & Michael Casey

**Product**

**Impermanence + Deconstruction: Designing with the End in Mind**
Ahmed Almulla & Joanna Grab

**Ideal & Adaptive: Contemporary, Modern, and Historic**
David Cockreham & Alya Garry

**Beyond LEED: Alternative Routes to Sustainability in Practice**
Christine Moylan & Matthew Arnold

**Project Relevance: Collaborative Approaches to Contextual integration**
Sarah Tarbet & Sarah Laliberte

**The Seamless Integration of Universal Design**
Allyson Abbot & Ian Staber

**The Design Implications of Client Trust**
Sara Rosenthal & Barrett Newell

**Design Competitions: In the End, Is it Worth It?**
William Bias & Jesse Jennings

"Designing within Limitations: How to Succeed Under Restrictive Conditions"
Jackie Mossman and Katie McMahon

**Project Set-up: Establishing Strategic Roles for Efficient Delivery**
By Michael Albert and Thana Taliep