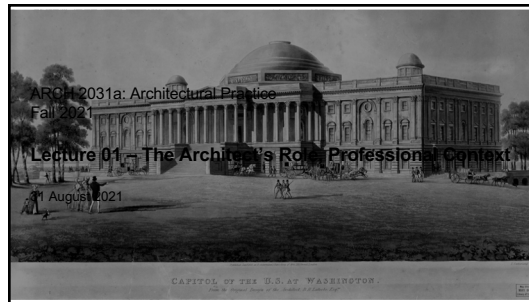




1

Class of '22 Survey Results

Q1: What was your undergraduate major? (Select all that apply)		Total
		53.0
	Architecture / Architectural Studies	29.0
	Studio Art	4.0
	Engineering	2.0
	Urban Planning / Design	3.0
	Environmental Studies	2.0
	Other (Please Specify)	13.0

Q2: What was your primary activity this past semester? (Select all that apply)		Total
		49.0
	Work	49.0
	Study	2.0
	Travel	7.0
	Other (Please Specify)	4.0

Q3: What was your undergraduate major? (Select all that apply)		Total
		53.0
	Art Education	1.0
	Art History	2.0
	Biological	1.0
	Chemistry	2.0
	Physics and Robotics	1.0
	Industrial Design	2.0
	Interior Design	1.0
	Landscaping	1.0
	Philosophy	1.0
	Plant Biology	1.0

2

Class of '22 Survey Results

Q1: What was your primary activity this past semester? (Select all that apply)		Total
		49.0
	Work	49.0
	Study	2.0
	Travel	7.0
	Other (Please Specify)	4.0

Q2: What was your undergraduate major? (Select all that apply)		Total
		49.0
	Architecture - Design	29.0
	Architecture - Technical	3.0
	Construction - Labor	0.0
	Construction - Management	1.0
	Other (Please Specify)	16.0

Q3: What was your undergraduate major? (Select all that apply)		Total
		49.0
	Architecture - Research	2.0
	Architecture - Teaching	1.0
	Community work, planning and helping plant community gardens with local	1.0
	Finance - Investment Banking	1.0
	Innovation Consulting	1.0
	Math	1.0
	Preparation of the Architecture & Modernity Class as a Research Assistant	1.0
	Real Estate Private Equity	1.0
	Research assistant	1.0
	Summer Building Assistant (Vice)	1.0
	Teaching	1.0
	Writing and editing	1.0
	don't work	1.0
	digital product design / UX	1.0

3

Class of '22 Survey Results

Q1: What was your undergraduate major? (Select all that apply)		Total	Small (0-10)	Medium (10-50)	Large (50+)	Extra Large (500+)	Never Worked
		10.0	0.0	0.0	0.0	0.0	10.0
	Architecture / Architectural Studies	29.0	0.0	0.0	0.0	0.0	29.0
	Studio Art	4.0	0.0	0.0	0.0	0.0	4.0
	Engineering	2.0	0.0	0.0	0.0	0.0	2.0
	Urban Planning / Design	3.0	0.0	0.0	0.0	0.0	3.0
	Environmental Studies	2.0	0.0	0.0	0.0	0.0	2.0
	Other (Please Specify)	13.0	0.0	0.0	0.0	0.0	13.0

Q2: What was your primary activity this past semester? (Select all that apply)		Total	Small (0-10)	Medium (10-50)	Large (50+)	Extra Large (500+)	Never Worked
		49.0	0.0	0.0	0.0	0.0	49.0
	Work	49.0	0.0	0.0	0.0	0.0	49.0
	Study	2.0	0.0	0.0	0.0	0.0	2.0
	Travel	7.0	0.0	0.0	0.0	0.0	7.0
	Other (Please Specify)	4.0	0.0	0.0	0.0	0.0	4.0

4

Class of '22 Survey Results

Q1: What was your undergraduate major? (Select all that apply)		Total	Small (0-10)	Medium (10-50)	Large (50+)	Extra Large (500+)	Never Worked
		53.0	14.0	17.0	8.0	4.0	10.0
	Architecture / Architectural Studies	29.0	8.0	12.0	6.0	2.0	0.0
	Studio Art	4.0	0.0	0.0	0.0	0.0	4.0
	Engineering	2.0	0.0	0.0	0.0	0.0	2.0
	Urban Planning / Design	3.0	0.0	0.0	0.0	0.0	3.0
	Environmental Studies	2.0	0.0	0.0	0.0	0.0	2.0
	Other (Please Specify)	13.0	0.0	0.0	0.0	0.0	13.0

Q2: What was your primary activity this past semester? (Select all that apply)		Total	Small (0-10)	Medium (10-50)	Large (50+)	Extra Large (500+)	Never Worked
		49.0	14.0	17.0	8.0	4.0	10.0
	Work	49.0	14.0	17.0	8.0	4.0	10.0
	Study	2.0	0.0	0.0	0.0	0.0	2.0
	Travel	7.0	0.0	0.0	0.0	0.0	7.0
	Other (Please Specify)	4.0	0.0	0.0	0.0	0.0	4.0

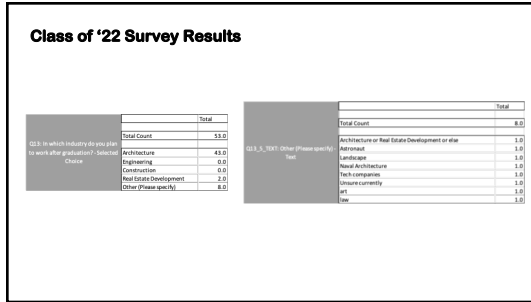
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Class of '22 Survey Results

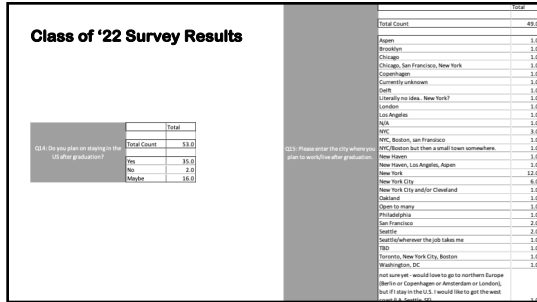
Q1: What was your undergraduate major? (Select all that apply)		Total	Small (0-10)	Medium (10-50)	Large (50+)	Extra Large (500+)	Never Worked
		53.0	14.0	17.0	8.0	4.0	10.0
	Architecture / Architectural Studies	29.0	8.0	12.0	6.0	2.0	0.0
	Studio Art	4.0	0.0	0.0	0.0	0.0	4.0
	Engineering	2.0	0.0	0.0	0.0	0.0	2.0
	Urban Planning / Design	3.0	0.0	0.0	0.0	0.0	3.0
	Environmental Studies	2.0	0.0	0.0	0.0	0.0	2.0
	Other (Please Specify)	13.0	0.0	0.0	0.0	0.0	13.0

Q2: What was your primary activity this past semester? (Select all that apply)		Total	Small (0-10)	Medium (10-50)	Large (50+)	Extra Large (500+)	Never Worked
		49.0	14.0	17.0	8.0	4.0	10.0
	Work	49.0	14.0	17.0	8.0	4.0	10.0
	Study	2.0	0.0	0.0	0.0	0.0	2.0
	Travel	7.0	0.0	0.0	0.0	0.0	7.0
	Other (Please Specify)	4.0	0.0	0.0	0.0	0.0	4.0

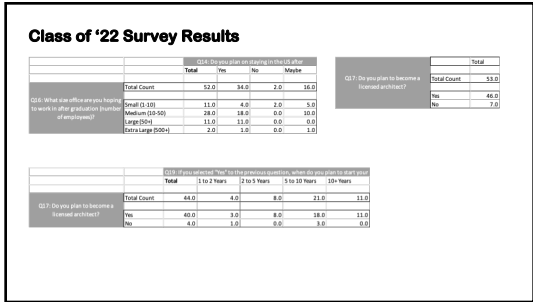
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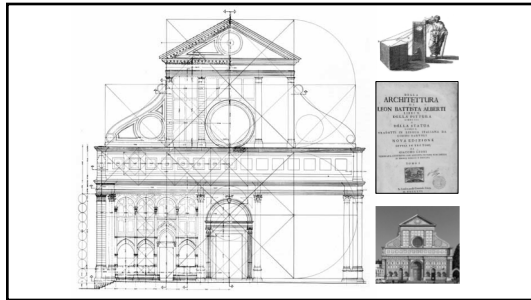
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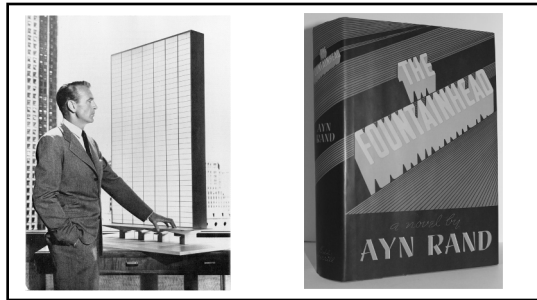
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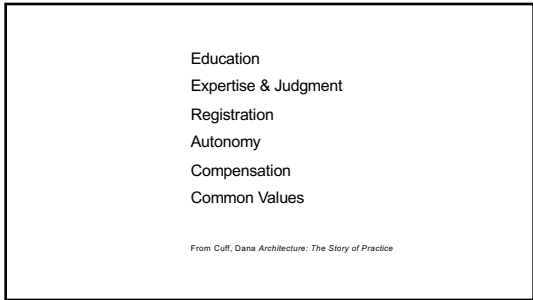
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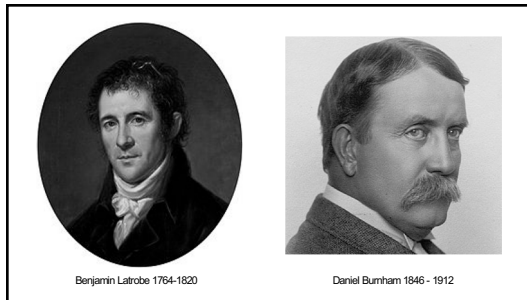
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11



12



13

1808 - Latrobe

"(I) have not so far succeeded as to make (architecture) an eligible profession for one who has the education and feelings of a Gentleman, and I regret exceedingly that my own Son...has determined to make it his own. The business in all our great cities is in the hands of mechanics who disgrace the Art but possess the public confidence, and under the false appearance of Oeconomy have infinitely the advantage of degrading the competition. With them the struggle will be long and harassing."

Benjamin Latrobe, Letter to Henry Ormond of 11/20/1808, quoted from *From Craft to Profession: The Practice of Architecture in Nineteenth Century America* by Mary N. Woods.

Basilica of the National Shrine of the Assumption of the Blessed Virgin Mary, or "Baltimore Basilica", Latrobe, 1806 - 1821

14

"...the artist-architect is solely responsible for the creation that transcends the 'sinister building of the speculator-engineer-builder.'"

From "Learning from Burnham: The Origins of Modern Architectural Practice" by Jay Wickersham / Harvard Design Magazine 32, Spring/Summer 2010 quoting Sullivan in "The Tall Office Building Artistically Considered" in *Lippincott's Magazine*

15

1888 - Burnham

"The only way to handle a big business is to delegate, delegate, delegate"

PLAN of BURNHAM & ROOT'S OFFICES

1888 - 60
1893 - 24
1912 - 180 (\$30 million)

Chicago
New York
San Francisco
1930s - 175-250

Burnham and Root, Rookery Building, floor plan of their top floor office space showing separate areas for management, administration, and drafting.
Chicago, Illinois, 1888. From Mary N. Woods, *Craft to Profession*, 123.

16

Practice Innovation: Burnham according to Wickersham

- Multi-disciplinarity: design, management, technical
- Production process: "Fordian" approach
- Hierarchical structure: delegation
- Specialization: Management, admin, drafting, engineering, CA
- Ownership transition: Partnership routes
- Positioning: Practice specialization
- Geography: Multiple offices
- Recruiting: Frank Lloyd Wright

Marshall Field and Company Store
Burnham + Root, Chicago, 1892

17

1880 - 1924 Chicago

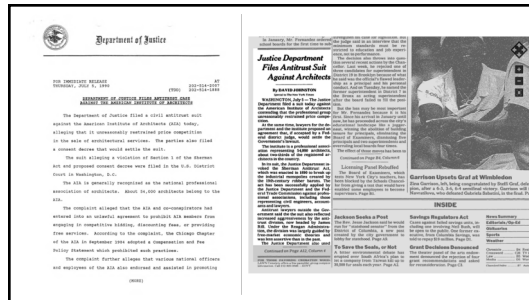
"My idea is to work up to a big business, to handle big things, deal with big businessmen, and to build a big organization, for you can't handle big things unless you have a big organization."

Louis Sullivan. *Autobiography of an Idea* as quoted in Spiro Kostoff's *The Architect*

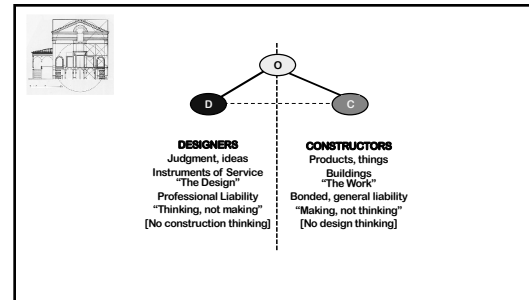
"The Chicago concept of practice displays a confidence that artistic achievement, business acumen and professionalism are not opposing values—each reinforces the other."

From "Learning from Burnham: The Origins of Modern Architectural Practice" by Jay Wickersham / Harvard Design Magazine 32, Spring/Summer 2010 quoting Sullivan in "The Tall Office Building Artistically Considered" in *Lippincott's Magazine*

18



25



26

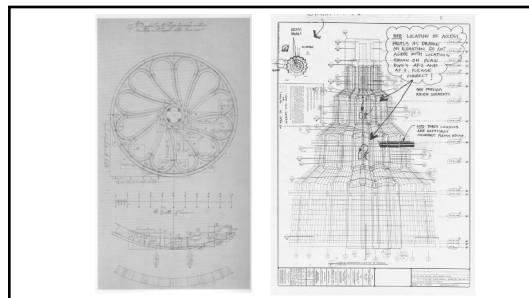
2005 - Gehry

“The way I see it, the computer puts architects back in the driver’s seat, because we control all that information.”

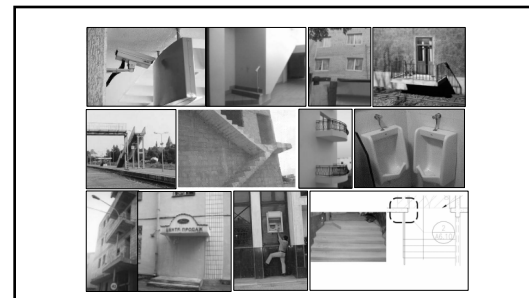
Frank Gehry – Lecture at Yale University 3.24.05

Foundation Louis Vuitton, Gehry Partners 2014

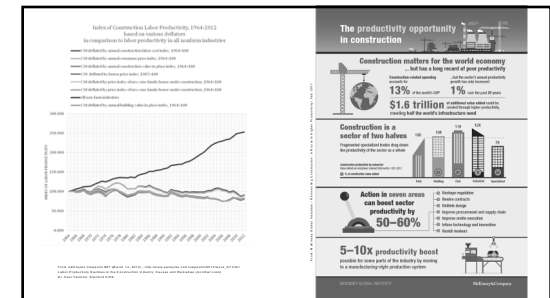
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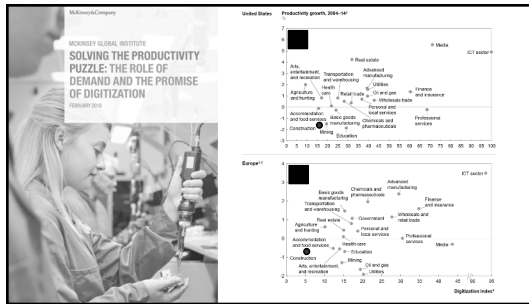
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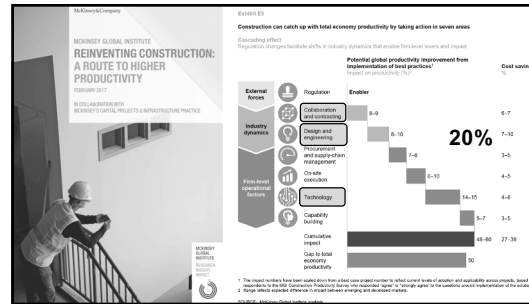
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30



31



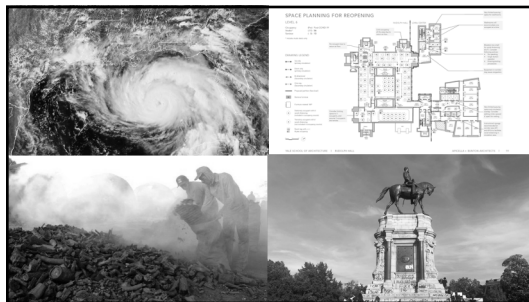
32

2017 - Susskind

"As we move to an internet society, then, we should ask whether there might be new ways of organizing professional work, new ways to produce and share practical expertise in society, new ways to solve the important problems that, traditionally, the professions alone have solved."

David Susskind in "The way we'll work tomorrow," RIBA Journal, July 2017

33



34

2021 - Young

"... as a profession, you are not a profession that has distinguished itself by your social and civic contributions to the cause of civil rights, and I am sure this has not come to you as any shock. You are most distinguished by your thunderous silence and your complete irrelevance. Now, you have a nice, normal escape hatch in your historical ethical code or something that says after all, you are the designers and not the builders; your role is to give people what they want."

Whitney M. Young, to the AIA Convention of 1968

35

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038
High School Student	Finishes high school				B. Arch (5)						Professional Experience + Test		License		Early mid-career						
4 year Bachelors		Finishes B.A./B.S.		Work experience		Grad School					Professional Experience + Test		License		Early mid-career						
B. Arch			Finishes B. Arch			Professional Experience + Test							License		Early mid-career						
M. Arch				Finishes M. Arch			Professional Experience + Test							License		Early mid-career					

36

Design	practice
aesthetics	technics
responsibility	risk
art	profit
small firm	big firm
specialist	generalist
tradition	technology
architects	contractors
regulation	innovation
control	collaboration
objects	environments

37

Course Questions

- What is the relationship between design and practice? Are they at odds?
- How does the architect participate in the systems of project delivery?
- What does an architect need to control to achieve design?
- What are current and future models of practice and how do they operate?
- What is the future of the profession and how will architects practice during your career?

38

What will you learn in this course?

- How architects operate in various contexts: ethical, legal, economic
- The relationship between architects and everyone else it takes to create a building
- How money operates in practice, and why that is important
- How some (but not all) architects practice, and how their firms are organized and run
- Understand how to run—as opposed to design—a project with clients, collaborators, and contractors
- A lot of stuff you'll need for the ARE

39

2011a: Architectural Practice and Management	
Learning Objectives: Students will be able to: 1. Analyze the relationship between design and practice. 2. Understand the role of the architect in the project delivery system. 3. Evaluate the economic and legal aspects of architectural practice. 4. Identify the ethical responsibilities of the architect. 5. Develop a business plan for an architectural firm. 6. Understand the importance of communication in practice. 7. Analyze the impact of technology on architectural practice. 8. Evaluate the role of the architect in the built environment. 9. Understand the importance of sustainability in practice. 10. Develop a professional portfolio.	
Course Objectives: Students will be able to: 1. Analyze the relationship between design and practice. 2. Understand the role of the architect in the project delivery system. 3. Evaluate the economic and legal aspects of architectural practice. 4. Identify the ethical responsibilities of the architect. 5. Develop a business plan for an architectural firm. 6. Understand the importance of communication in practice. 7. Analyze the impact of technology on architectural practice. 8. Evaluate the role of the architect in the built environment. 9. Understand the importance of sustainability in practice. 10. Develop a professional portfolio.	

40

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41

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42

LARGE KINETIC, TIGHT AND TIGHTY ALLOCATIONS			
Project	Team	Lead	Team
1.1	1.1	1.1	1.1
1.2	1.2	1.2	1.2
1.3	1.3	1.3	1.3
1.4	1.4	1.4	1.4
1.5	1.5	1.5	1.5
1.6	1.6	1.6	1.6
1.7	1.7	1.7	1.7
1.8	1.8	1.8	1.8
1.9	1.9	1.9	1.9
1.10	1.10	1.10	1.10
1.11	1.11	1.11	1.11
1.12	1.12	1.12	1.12
1.13	1.13	1.13	1.13
1.14	1.14	1.14	1.14
1.15	1.15	1.15	1.15
1.16	1.16	1.16	1.16
1.17	1.17	1.17	1.17
1.18	1.18	1.18	1.18
1.19	1.19	1.19	1.19
1.20	1.20	1.20	1.20
1.21	1.21	1.21	1.21
1.22	1.22	1.22	1.22
1.23	1.23	1.23	1.23
1.24	1.24	1.24	1.24
1.25	1.25	1.25	1.25
1.26	1.26	1.26	1.26
1.27	1.27	1.27	1.27
1.28	1.28	1.28	1.28
1.29	1.29	1.29	1.29
1.30	1.30	1.30	1.30
1.31	1.31	1.31	1.31
1.32	1.32	1.32	1.32
1.33	1.33	1.33	1.33
1.34	1.34	1.34	1.34
1.35	1.35	1.35	1.35
1.36	1.36	1.36	1.36
1.37	1.37	1.37	1.37
1.38	1.38	1.38	1.38
1.39	1.39	1.39	1.39
1.40	1.40	1.40	1.40
1.41	1.41	1.41	1.41
1.42	1.42	1.42	1.42
1.43	1.43	1.43	1.43
1.44	1.44	1.44	1.44
1.45	1.45	1.45	1.45
1.46	1.46	1.46	1.46
1.47	1.47	1.47	1.47
1.48	1.48	1.48	1.48
1.49	1.49	1.49	1.49
1.50	1.50	1.50	1.50
1.51	1.51	1.51	1.51
1.52	1.52	1.52	1.52
1.53	1.53	1.53	1.53
1.54	1.54	1.54	1.54
1.55	1.55	1.55	1.55
1.56	1.56	1.56	1.56
1.57	1.57	1.57	1.57
1.58	1.58	1.58	1.58
1.59	1.59	1.59	1.59
1.60	1.60	1.60	1.60
1.61	1.61	1.61	1.61
1.62	1.62	1.62	1.62
1.63	1.63	1.63	1.63
1.64	1.64	1.64	1.64
1.65	1.65	1.65	1.65
1.66	1.66	1.66	1.66
1.67	1.67	1.67	1.67
1.68	1.68	1.68	1.68
1.69	1.69	1.69	1.69
1.70	1.70	1.70	1.70
1.71	1.71	1.71	1.71
1.72	1.72	1.72	1.72
1.73	1.73	1.73	1.73
1.74	1.74	1.74	1.74
1.75	1.75	1.75	1.75
1.76	1.76	1.76	1.76
1.77	1.77	1.77	1.77
1.78	1.78	1.78	1.78
1.79	1.79	1.79	1.79
1.80	1.80	1.80	1.80
1.81	1.81	1.81	1.81
1.82	1.82	1.82	1.82
1.83	1.83	1.83	1.83
1.84	1.84	1.84	1.84
1.85	1.85	1.85	1.85
1.86	1.86	1.86	1.86
1.87	1.87	1.87	1.87
1.88	1.88	1.88	1.88
1.89	1.89	1.89	1.89
1.90	1.90	1.90	1.90
1.91	1.91	1.91	1.91
1.92	1.92	1.92	1.92
1.93	1.93	1.93	1.93
1.94	1.94	1.94	1.94
1.95	1.95	1.95	1.95
1.96	1.96	1.96	1.96
1.97	1.97	1.97	1.97
1.98	1.98	1.98	1.98
1.99	1.99	1.99	1.99
2.00	2.00	2.00	2.00

43

Professionalism

In the classroom:

- Arrival, attendance
- Participation
- Group work
- Screens and devices

Outside the classroom

- Reading, preparation
- Assignments
- Team projects
- Zoom focus

44

Group Work

In class:

- Exhibition Gallery Classroom
- Supporting group projects
- Team roles, responsibilities: facilitator, scribe, participant

Outside of class:

- Equal contributions
- Cooperation
- Integration

45

Assignment B - Role of the Architect

TASK: This course will focus on the architect's role in the design process. His or her influence and impact on the human mission of making the built environment. Prepare a short essay, not more than one page total, that addresses each of the following five questions:

- Describe your understanding of the role of the architect, explaining your thoughts about the issues the architect should control.
- Describe your observations on the architect's influence on the general organization and approach to the design process.
- Consider what you might be doing ten years from now as an architect, and how the role of architects may evolve.
- Describe your thoughts about how, if at all, the role of the architect differs from your original perceptions when you chose to attend Yale and the reasons your view might have evolved.
- Speculate and describe your interest, about areas of focus for the term based on the current syllabus and your understanding of the issues facing the profession.

Points: 5

Submitting: a text entry box or a file upload

File Types: pdf

Due	For	Available from	Until
Sep 3 at 5pm	Everyone	Aug 31 at 2pm	-

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