

ENC 3254 Writing for Land, Design, and Planning

(this class confers Composition (C) and WR 6,000 credit)

SECTION: 037E

CLASS MEETING DAYS/TIMES: TR/PER 5-6, 6

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As a designer, you will share information with clients, colleagues, collaborators, work crews, and perhaps the public. You will have to write proposals and reports; you may decide to write for trade sites and newsletters. One goal of this class is to get you started by laying out principles that guide writing -- principles that maximize the likelihood that readers will understand what you intend them to understand.

Writing principles come in two flavors:

- general cognitive principles governing language comprehension and production
- discipline-specific principles governing how information is structured in your field

These principles intersect your writing style to produce the unique "voice" you'll have in your field. When you recognize your writing style, you can make it work towards your success given the communication conventions of Landscape Architecture and Design, and also in service to your Capstone Proposal and Project.

To accomplish these goals, you'll write a small-scale design project. Along the way, we'll examine both student work and professional samples. The final form of your Capstone project may vary, but generally speaking, the work we do in this class represents the kind of work expected in capstone projects and proposals, from site analysis and lit reviews to writing about design itself.

Student Learning Outcomes

Content

Distinguish academic from trade texts

Establish writing routines to support professional work

Critical Thinking

Examine texts from various points of view, especially colleagues and clients

Identify writing strategies that establish credibility

Communication

Produce texts appropriate to project management in the workplace

Produce and present texts appropriate for explaining design work to colleagues and clients

Required Texts & Technologies

Class Readings

We will be using Perusall for class readings, including the text. Perusall is a web-based software program in which readers annotate texts, and in doing so, get credit for it. For more information, please see their [Student Guide](#) page.

Required Text: *Writing for Planners: A Handbook for Students and Professionals in Writing, Editing, and Document Production*, 1e, Kousoulas

Taylor & Francis. This textbook is available through Perusall using a credit card or a UF Bookstore code. Cost is:

- \$39.95 USD | Perpetual online access (ISBN 9780429758492)
- \$23.97 USD | 365-day online access (ISBN 9780429758492)
- \$19.98 USD | 180-day online access (ISBN 9780429758492)

Required class readings: most units/modules will have readings associated with them. All readings are subscribed to via UF Libraries or are open access. All readings will be accessed through Perusall.

Required Technology

- Per CLAS policy, using Canvas is required in this class.
- The UWP adheres to the [UF Student Computing Requirements](#).
 - If you're in a noisy or distracting environment, we strongly recommend headphones with a microphone for synchronous classes.
 - All students should have access to a web cam of some kind.
- If offered, synchronous online classes will require that you access Zoom using your UF Gatorlink account.

Some portions of this course may be recorded. The instructor will announce when a recording is taking place. Students who keep a camera on and display a profile image are consenting to have these recorded as part of the session. Likewise, students who participate orally are consenting to have their voices recorded. If a student does not consent to being recorded, then the student should turn off the camera and microphone. The chat feature may be used for class activities. Chat content may be recorded but will only be shared with consent. As in all courses, unauthorized recording and unauthorized sharing of recorded materials is prohibited. Students should inform instructors of accessibility or technology assistance before the course begins.

Assignments

To achieve the goals of helping students to think and communicate like discipline practitioners, this class employs project-based learning. Each project culminates in at least one major writing assignment requiring discipline-specific original content. Within projects, we employ the "LEAP" model: Learn, Explore, Analyze/Activate, Perform/Publish.

- **Learn – readings, course lectures, and other learning materials that explain the genre and purpose of the project**
- **Explore – low stakes activities that help students identify and describe elements of the project**
- **Analyze/Activate – higher stakes activities in which students analyze, appraise, and critique authentic works**
- **Perform/Publish – content assignments for which students produce work relevant to their field**

The Urban Park (Mini) Project

A major goal of this class is to help you recognize your writing style and make it work given the communication conventions of Landscape Architecture and Design. The best way to learn how to do something is to do it, so the major work in this class is a mini-version of the capstone. In other words, you'll be writing a case-based design proposal. Each semester's cohort will work on a different kind of urban park.

Here's how this breaks down into assignments over the semester.

Project Pitch (50 pts; 200 words)

Written in response to the semester's RFP, the Pitch is your initial argument for and ideas about the space you choose to design.

Projective Narrative: Literature Review (100 points pts; 1500 words)

The Project Narrative is composed of two sections: the Literature Review (intended for an academic audience) and the Design Narrative (intended for the design audience). The **literature review** will provide the context for your design choices in academic terms and will include sources on park design and the impact of design on park use.

- **Annotated Bibliography** (100 points) – the Annotated bibliography is a project-specific analysis of articles relevant to your design proposal. Some sources will be related to the literature review and some to the design description. Each entry includes an appropriately-styled source reference, list of notes, and evaluation of source. (10 sources, 50 words each; total: 500 words)

Project Narrative: Design Narrative (75 pts; 1000 words)

Writing in design entails explaining the design itself. The narrative begins by treating design as a solution to a problem or situation embedded in the built environment, segues into your design solution in terms of a specific environment, and concludes with your personal aesthetics as expressed through the design. A design annotated bibliography will further support work by including referent cases/images.

Case Study: Site Analysis (50 pts; 1000 words) and User Analysis (50 pts; 1000 words)

Your design responds to a particular space. The case study is where the site analysis goes. In addition, you'll perform a user analysis: how is the space actually used and what could change based on your design? This information builds context for post-occupancy evaluation, which is how design success is measured.

Design Proposal and Presentation (275 pts; 1500 words)

In the end, you will assemble the part above into a complete design proposal. New material will include a design philosophy statement and text for design components. Finally, you'll get to present your design!

Other Assignments (300 points; 300 words)

- Readings -- 100 points
- Various Homework Assignments -- 200 points

Grading Scale

The University Writing Program uses the UF recommended grading scale.

A	100 %	to 94.0%
A-	< 94.0 %	to 90.0%
B+	< 90.0 %	to 87.0%
B	< 87.0 %	to 84.0%
B-	< 84.0 %	to 80.0%

C+	< 80.0 %	to 77.0%
C	< 77.0 %	to 74.0%
C-	< 74.0 %	to 70.0%
D+	< 70.0 %	to 67.0%
D	< 67.0 %	to 64.0%
D-	< 64.0 %	to 60.0%
F	< 60.0 %	to 0.0%

General Education Credit

- University Writing Requirement:** The University Writing Requirement (WR) ensures students both maintain their fluency in writing and use writing as a tool to facilitate learning. Course grades now have two components. To receive University Writing Requirement (WR) credit (E6), a student must earn a course grade of C or higher **and** assignments must meet minimum word requirements totaling at least 6000 words. Thus, to earn WR-E6 credit, students must complete all the major writing assignments and meet minimum word counts.
- Composition Credit:** Composition courses provide instruction in the methods and conventions of standard written English (i.e. grammar, punctuation, usage) and the techniques that produce effective texts. Composition courses are writing intensive, require multiple drafts submitted to the instructor for feedback prior to final submission, and fulfill 6,000 of the university's 24,000-word writing requirement. Course content must include multiple forms of effective writing, different writing styles, approaches and formats, and methods to adapt writing to different audiences, purposes and contexts. Students are expected learn to organize complex arguments in writing using thesis statements, claims and evidence, and to analyze writing for errors in logic.

General Education Rubric

The instructor will evaluate and provide feedback on the student's written assignments with respect to content, organization and coherence, argument and support, style, clarity, grammar, punctuation, and mechanics. Conferring credit for the University Writing Requirement, this course requires that papers conform to the following assessment rubric. More specific rubrics and guidelines applicable to individual assignments will be delivered during the course of the semester.

	SATISFACTORY (Y)	UNSATISFACTORY (N)
CONTENT	Papers exhibit at least some evidence of ideas that respond to the topic with complexity, critically evaluating and synthesizing sources, and provide at least an adequate discussion with basic understanding of sources.	Papers either include a central idea(s) that is unclear or off- topic or provide only minimal or inadequate discussion of ideas. Papers may also lack sufficient or appropriate sources.
ORGANIZATION AND COHERENCE	Documents and paragraphs exhibit at least some identifiable structure for topics, including a clear thesis statement but may require readers to work to follow progression of ideas.	Documents and paragraphs lack clearly identifiable organization, may lack any coherent sense of logic in associating and organizing ideas, and may also lack transitions and coherence to guide the reader.

ARGUMENT AND SUPPORT	Documents use persuasive and confident presentation of ideas, strongly supported with evidence. At the weak end of the Satisfactory range, documents may provide only generalized discussion of ideas or may provide adequate discussion but rely on weak support for arguments.	Documents make only weak generalizations, providing little or no support, as in summaries or narratives that fail to provide critical analysis.
STYLE	Documents use a writing style with word choice appropriate to the context, genre, and discipline. Sentences should display complexity and logical sentence structure. At a minimum, documents will display a less precise use of vocabulary and an uneven use of sentence structure or a writing style that occasionally veers away from word choice or tone appropriate to the context, genre, and discipline.	Documents rely on word usage that is inappropriate for the context, genre, or discipline. Sentences may be overly long or short with awkward construction. Documents may also use words incorrectly.
MECHANICS	Papers will feature correct or error-free presentation of ideas. At the weak end of the Satisfactory range, papers may contain some spelling, punctuation, or grammatical errors that remain unobtrusive so they do not muddy the paper's argument or points.	Papers contain so many mechanical or grammatical errors that they impede the reader's understanding or severely undermine the writer's credibility.

Policies and Procedures

Attendance

Attendance is required. The policy of the University Writing Program is that if students miss more than **six periods** during the term, they will fail the entire course. Double periods count as two absences.

The UWP exempts from this policy **only** those absences due to university-sponsored events, such as athletics and band, religious holidays, quarantine, illness, or serious family emergencies. Absences related to university-sponsored events must be discussed with the instructor **prior** to the date that will be missed. For absences due to quarantine or illness, your instructor may require a signed doctor's note.

Requirements for class attendance, make-up exams, assignments, and other work in this class are consistent with university policies that can be found at <https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx>

Please note: If students are absent, it is their responsibility to make themselves aware of all due dates. If absent due to a scheduled event, students are still responsible for turning assignments in on time.

Tardiness: If students enter class after roll has been taken, they are late, which disrupts the entire class. Two instances of tardiness count as one absence. This applies to both in-person and synchronous Zoom classes. When attending a Zoom class, make sure you join the class early enough to correct any technological issues you encounter. Make sure to mute your microphone upon entry.

Class Recording Policy

The State of Florida has passed a law regarding the recording of classes by students.

- A Student may record a **class lecture** for three specified purposes as outlined in House Bill 233/Section 1004.097, Florida Statutes:

1. For the student's own personal educational use;
 2. In connection with a complaint to the University where the recording is made
 3. As evidence in, or in preparation for, a criminal or civil proceeding.
- Students may audio or video record a class lecture for a class in which the student is enrolled. Students do not need advance permission, or to provide notice, to record.
 - A class lecture is defined as an educational presentation delivered by faculty (instructor of record) or guest lecturer, as part of a University of Florida course, intended to inform or teach enrolled students about a particular subject. Lecture is inclusive of faculty-led discussions that are integrated into the educational presentation.
 - A class lecture **does not** include lab sessions, student presentations, clinical presentations such as patient history, **academic exercises involving 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.
 - A recording of a class lecture may not be published without the consent of the lecturer.
 - **Publish** is defined as sharing, transmitting, circulating, distributing, or providing 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.
 - A recording, or transcript of the recording, is considered to be published if it is posted on or uploaded to, in whole or part, any media platform, including but not limited to social media, book, magazine, newspaper or leaflet.
 - 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.

Classroom Demeanor

Please keep in mind that students come from diverse cultural, economic, and ethnic backgrounds. Some of the texts we will discuss and write may engage controversial topics and opinions. Diversified student backgrounds combined with provocative texts require that you demonstrate respect for ideas that may differ from your own. Disrespectful behavior will result in dismissal, and accordingly absence, from the class.

If attending class via Zoom, there are a few guidelines we expect you to follow.

- Avoid distractions during class time. Close unnecessary apps and put your phone away. Attend from an area with no distractions. (If circumstances require you to work from an area with distractions, let your instructor know. For example, if you have to share a room with family, let your teacher know that your mom might be walking in the background or your brother is doing his class at the dining room table at the same time.)
- Make sure that whatever is visible (your attire, the background) is reasonable for class. Would you wear it to class? Would you show that poster in class? Would you bring that pile of dirty clothes to class?
- Zoom requirements: During class, you are expected to be visible to the instructor and be able to communicate with the instructor by audio or writing in the chat box.
 - **You will need a web cam and microphone for Zoom class. If you work in a noisy or distracting environment, we strongly recommend headphones with a microphone.**

In-Class Work

Active participation is a crucial part of success in this class. Students will be expected to work in small groups and participate in group discussions, writing workshops, peer reviews, and other in-class activities. Be prepared for unannounced quizzes or activities on the readings or classroom discussion. In general, students are expected to contribute constructively to each class session.

Paper Maintenance Responsibilities

Students are responsible for maintaining copies of all work submitted in this course and retaining all returned, graded work until the semester is over. Should the need arise for a resubmission of papers or a review of graded papers, it is the student's responsibility to have and to make available this material.

Submission Requirements

All papers will be submitted as **MS Word (.doc, .docx) documents** to Canvas. Sometimes, pdfs will be accepted, too. Final drafts should be polished and presented in a professional manner. Because professional communication varies in document design, all papers will have specific formatting guidelines to follow. Please read these carefully and ask questions early to avoid losing points.

Papers and drafts are due online at the assigned day and time. Late papers will not be accepted. Failure of technology is not an excuse. If illness or injury prevents a student from turning in a paper on time, the student should consult with the writing coach to turn in the work as soon as is feasible given the situation.

ACADEMIC HONESTY and PLAGIARISM

As a University of Florida student, your performance is governed by the UF Student Honor Code, (<https://catalog.ufl.edu/ugrad/current/advising/info/student-honor-code.aspx>). The Honor Code requires Florida students to neither give nor receive unauthorized aid in completing all assignments. Violations include cheating, plagiarism, bribery, and misrepresentation, all defined in detail at the above site.

Plagiarism is a serious violation of the Student Honor Code. The Honor Code prohibits and defines plagiarism as follows:

Plagiarism. A student shall not represent as the student's own work all or any portion of the work of another. Plagiarism includes but is not limited to:

- 1. Quoting oral or written materials including but not limited to those found on the internet, whether published or unpublished, without proper attribution.**
- 2. Submitting a document or assignment which in whole or in part is identical or substantially identical to a document or assignment not authored by the student.**

(University of Florida, Student Honor Code, 8, October, 2013)

The University Writing Program takes plagiarism very seriously, and treats instances of plagiarism as dishonesty and as a failure to comply with the scholarly requirements of this course. You commit plagiarism when you present the ideas or words of someone else as your own. Each student's work may be tested for its originality against a wide variety of databases by anti-plagiarism sites to which the University subscribes, and negative reports from such sites may constitute proof of plagiarism. Some (but not all!) examples of plagiarism are copying-and-pasting anything from the Internet without proper quotations and attributive tags, using work you have turned in to other classes without permission from the instructor, and insufficient paraphrasing.

If you commit academic dishonesty, you will receive a zero for the assignment, and the instructor will submit the incident to the Dean of Students Office as an Honor Code violation. Punishments can vary, but the instructor will recommend failing the course. (If you commit plagiarism in the workplace, at the very least you will be reprimanded. You could also be fired or even lose your career.)

Important tip: There should never be a time when you copy and paste something from the Internet and don't provide the exact location and citation information for the source.

All students are required to abide by the Academic Honesty Guidelines which have been accepted by the University. The academic community of students and faculty at the University of Florida strives to develop, sustain and protect an environment of honesty, trust and respect. Students are expected to pursue knowledge with integrity. 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 specifies a number of behaviors that are in violation of this code and the possible sanctions. Furthermore, you are obliged to report any condition that facilitates academic misconduct to appropriate personnel. If you have any questions or concerns, please consult with the instructor in this class. Honor Code: <http://www.dso.ufl.edu/sccr/process/student-conduct-honor-code/> (Links to an external site.)Links to an external site.

If a student plagiarizes all or any part of any assignment, I will award a failing grade on the assignment, and I will report you to the honor board at the Office of the Dean of Students. Once a student is reported to the honor board, he/she cannot drop the course. Your work will be tested for its "originality" against a wide variety of databases by anti-plagiarism guardian sites to which the university subscribes, and negative reports from such sites constitute PROOF of plagiarism. Other forms of academic dishonesty will also result in a failing grade on the assignment as a minimum penalty. Examples include cutting and pasting a BLOG entry or citing phony sources/quotations to include in your assignments. You are responsible for understanding the University's definitions of plagiarism and academic dishonesty, which include the following:

- Submitting all or part of someone else's work as if it is your own
- "Borrowing" all or portions of anything (books, song lyrics, poetry, movie scripts) without crediting the source
- "Borrowing" verbatim text without enclosing in quotation marks and citing source

As a general rule, anytime you cut and paste you are citing a source. If you do any cutting and pasting without giving credit to that source, you are committing plagiarism. For more information about academic honesty, including definitions and examples of plagiarism, see: Making "duplicate submissions" of assignments - that is, submitting work in one class that you also submit in another class (UNLESS you have permission of both instructors in advance and IN WRITING.) "Collaborating" or receiving substantive help in writing your assignment unless such collaboration is part of the given assignment also constitutes plagiarism. However, you may receive general advice from tutors or UF writing lab instructors and you may form study groups among your classmates to study for the exams.

For more information, see the Student Conduct and Conflict Resolution Web site: <https://www.dso.ufl.edu/sccr> or call 352-392-1261 x207.

As a University of Florida student, your performance is governed by the UF Student Honor Code, (<https://catalog.ufl.edu/ugrad/current/advising/info/student-honor-code.aspx>). The Honor Code requires Florida students to neither give nor receive unauthorized aid in completing all assignments. Violations include cheating, plagiarism, bribery, and misrepresentation, all defined in detail at the above site.

Course Evaluation

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/>.

NOTIFICATION LETTER FROM THE DEAN OF STUDENTS' OFFICE

Students who experience a family or personal emergency (death in the family, unplanned hospitalization, etc.) may contact the Dean of Students Office and request notification letters be sent to their professors. Students are required to provide faculty members with appropriate documentation to support their absence unless, due to the nature of the issue, the information is provided to and verified by the Dean of Students' Office.

The University of Florida complies with the Americans with Disabilities Act. Students requesting classroom accommodation must first register with the Dean of Students Office. The Dean of Students Office will provide documentation to the student who must then provide this documentation to the instructor when requesting accommodation.

Students in Distress

For guidance during distressing situations, please contact U Matter We Care or the Dean of Students Office. They can help students navigate resources and academic procedures for personal, medical, and academic issues.

- U Matter We Care: <http://umatter.ufl.edu>, umatter@ufl.edu, 352-294-2273 (CARE) Dean of Students: <https://dso.ufl.edu/>, 202 Peabody Hall, (352) 392-1261
- Counseling and Wellness Center: <https://counseling.ufl.edu/>, 3190 Radio Road, (352) 392-1575
- Field and Fork Pantry: <https://fieldandfork.ufl.edu/>, located near McCarty B, 352-294-2208
- Student Health Care Center: <http://shcc.ufl.edu/>, multiple locations, (352) 392-1161
- Aid-a-Gator: <https://www.sfa.ufl.edu/aidagator/>, S-107 Criser Hall, (352) 392-1275

Academic Resources

- *E-learning technical support*: Contact the [UF Computing Help Desk](#) at 352-392-4357 or via e-mail at helpdesk@ufl.edu.
- [Career Connections Center](#): Reitz Union Suite 1300, 352-392-1601. Career assistance and counseling services.
- [Library Support](#): Various ways to receive assistance with respect to using the libraries or finding resources.
- [Teaching Center](#): Broward Hall, 352-392-2010 or to make an appointment 352- 392-6420. General study skills and tutoring.
- [Writing Studio](#): 2215 Turlington Hall, 352-846-1138. Help brainstorming, formatting, and writing papers. Online only for Fall 2020.
- *Student Complaints On-Campus*: [Visit the Student Honor Code and Student Conduct Code webpage for more information](#).
- *On-Line Students Complaints*: [View the Distance Learning Student Complaint Process](#).

Notes and Questions:

Class Schedule

Week 1

- Course Intro-- What will you be doing this semester?
 - Reading: Welcome to your World
 - read before you do discussion
 - Activities: Welcome to my World

Week 2

- The UPP Project/ Your design idiolect / the Project Narrative
 - Reading: Nature Culture Words Landscape
 - Reading: Landscape design: A typology of approaches
 - Activities: Reading RFPs and Writing Pitches / The Annotated Bib Assignment

Week 3

- Reading: Writing for Planners, Ch 1
- Reading: Urban Form and Social Context: Cultural Differentiations in Uses of Parks
- Activity: Site Selection
- In-class work: Write ABs

Week 4

- Academic and Trade Lit / Finding literature
- Reading: A New typology of Pocket Parks
- Reading: Green networks for people: Application of a functional approach to support the planning and management of greenspace
- Reading: Writing for Planners, Ch 2

Week 5

- Case Analyses: Site Analysis & User Analysis / Synthesizing Sources Assignment
- Reading: Writing for Planners, Ch 3
- Reading: Mark Francis, A Case Study method for Landscape Architecture
- In class analysis activity: [Power Plays in Public Space](#)

Week 6

- Reading: Writing for Planners, Ch 4
- In class activity: Synthesized Definition of Urban Park (or type of park)

Week 7

- Notes on Site Analysis -- peer discussion in class
- Prepping Ground for the Lit Review
- DUE: Annotated Bibliography

Week 8

- Notes on User Analysis -- peer discussion in class
- Activity: Writing Design: Practicing Interpretation

Week 9

- DUE: Draft Case Study
- DUE: Lit review

Professional Samples

- <https://mikeflaughla.com/>.
- <https://coastalvistadesign.com/>
- <https://wginc.com/new-mobility/>
- <https://nielsenlandarch.com/>

Week 10

- Writing about Design – The Design Narrative
- The Design Annotated Bibliography
- Reading: Writing for Planners, Ch 6
- Activity: the landscaper's POV (<https://describingwords.io/for/landscape>)

Week 12

- Design Philosophy
- Reading: [What is your Design Philosophy?](#)
- [Activity 1: In class analysis:](#)
 - Landscape Design Philosophy: a marketing tool #1
 - Landscape Design Philosophy: a marketing tool #2
- Activity 2: go to Design element + text discussion -- would you change anything? Share!
- Activity 3: What basic organization makes most sense to you for your project? Outline it -- write an example for a second piece of your plan.

Week 13

- Writing the Design Proposal
- Reading: Writing for Planners, Ch 7
- Activity: In class analysis – see following proposals
- [Storm Water Management for Hoover Creek Watershed](#)
 - A classic engineering-based proposal
 - <https://www.nps.gov/articles/hoover-creek-watershed-planning.htm>.
- [OUR LADY OF THE LAKE SCHOOL: South Entrance Landscape Proposal](#)
 - A student landscape architecture project
 - https://s3.wp.wsu.edu/uploads/sites/403/2015/03/OLL_report.pdf
- [A FORWARD-THINKING PARK: Woodside Urban Park Facility Plan](#)

- An urban park re-design project
- https://www.montgomeryparks.org/pdd/documents/award_pack.pdf
- Later version of this plan: [Woodside Urban Park Plan Report](#)

- [LANDSCAPE MASTER PLAN for the Community of La Luz del Oeste](#)
 - A community re-design (in the shadow of someone famous)
 - <http://www.laluzliving.org/scripts/downloads/CGMP%20Proposal%20Borkovetz.pdf>

Week 14

- In-class workshopping: writing the proposal

Week 15

- Activity: Proposal Peer Review

Week 16 – all work due