Emerging as Leaders through Economic Downtown
The recent downturned economy impacted the growth and development of firms and their staff. This session will explore the evolution of three second-generation leaders of industry-leading design practices, their growth into leadership roles, the challenges and opportunities they encountered, and their thoughts on how leading today is different as a result of the new economy.

Learning Objectives
• Learn about the different career paths that have led into leadership roles at industry leading practices.
• Explore the challenges and opportunities that may be encountered or anticipated as one pursues a leadership role in today’s economic climate.
• Understand the diverse paths today’s emerging design leaders have taken and how these roles have impacted their growth and development.
• Discuss leading a design practice in a global marketplace in today’s economy and how this differs from the experiences of our more established partners.

Presentation Outline
I. Introduction
   a. Brief introduction of each panel member.
   b. Overview of the sequence of the presentation/discussion
II. Panelist Presentations
   Each panelist will present the following topics:
   a. Synopsis of their firm.
   b. Personal evolution into their current leadership roles.
   c. Challenges and opportunities encountered along the way
   d. How has their personal evolution impacted (both positively and negatively) their current roles and their future growth and development?
III. Exploration of Common Trends
   a. Opportunities and challenges encountered along the way
      i. What opportunities and challenges have been created since becoming an office leader?
      ii. How has following in the footsteps of better-known firm founders impacted your development? Did you follow in their footsteps or forge a new path?
      iii. What issues will you face that the founders have not?
b. Impacts the economy has had on leading design practices
   i. How the economy affected the performance and operation of your firm? What lessons were learned?
   ii. As the economy rebounds what lessons learned will be applied moving forward and will future growth be impacted by these lessons?
   iii. Will the lessons you have learned and the additional leadership roles you have taken on increase your impact on future projects?
   iv. Has the economy changed the role of Landscape Architects and how will this impact your approach moving forward?

c. How is leading/marketing today different than previous generations?
   i. Each practice operates on a national or international platform, how has this affected how you market? How is this different than the previous generations of office leaders?
   ii. How has operating on a national level, impacted the way you work or operate regionally? Conversely how has the regional markets that you are based in affected the way you work nationally?
   iii. Communication methods and social media provide alternative ways of developing professional relationships. How have you used these methods to engage in developing relationships with collaborators / clients?
   iv. There has been a lot of change amongst practices and staff turn-over has been increasing, people tend to be more mobile and move around more. How does this impact your practice and how you grow leadership within your office?

IV. Questions from the audience
Bio’s

Scott Jordan

As a Principal at Civitas, Scott was drawn to landscape architecture and urban design for their transformative effect on the cultural, environmental and emotional relationships between people and cities. For the past 12 years he has led large-scale, complex projects in some of the most contentious areas of the country and has developed a passion for engaging the public in the design process. Regardless of the project’s scale, Scott’s approach is the same: build upon a city’s authentic and unique attributes to create rich and diverse public spaces. Currently, he is the Managing Principal for the North Embarcadero Vision Plan, which is regenerating San Diego’s port into a world-class waterfront, the design of a 5 acre rooftop park for San Diego’s Convention Center Expansion, and the design of a 26 acre park in downtown Calgary.

Scott has been an invited lecturer at Cornell University and the SUNY College of Environmental Science and Forestry. Additional speaking engagements have been at the 2007 CCASLA Conference; the 2007 Missouri Trails Conference; the 2009 APA National Conference, and the Water Environment Federation Cities of the Future Conference in 2010.

Michelle Delk

Since 2001, Michelle’s involvement with a diversity of urban projects at a variety of scales, from one-acre public plazas to four hundred-acre master planning efforts, has provided dynamic contributions and creative insight into the field of landscape architecture. Her commitment to the profession is reflected in community and academic engagements such as past ASLA conferences and the initiation of student design exhibitions that presented landscape architecture design process in a community forum for eight consecutive years. She has served as guest juror, student mentor, lecturer, and instructor of graduate design studios for the Landscape Architecture programs at both the University of Colorado at Denver and Boulder campuses.

Michelle recently joined Snøhetta as Director of Landscape Architecture to further their multi-disciplinary collaborations, provide strategic vision, and to continue advancing the subtleties and complexities of the public environment. Clear thinking and collaborative principles characterize her leadership of complex design projects that emphasize social and experiential opportunities. Through personal and spatial interaction she believes people can discover inspiration to better themselves, others, and the environments within which societies exist.

Jereck Boss

A principal at The Office of James Burnett in Houston, Jereck is a licensed Landscape Architect with twenty years of professional experience. Throughout his career he has collaborated on a wide variety of project types including corporate, healthcare and higher education campuses, mixed-use development and urban design projects. He recently completed renovations of the gardens at the ConocoPhillips sixty-three acre campus in west Houston, Asia Society Texas Center and the $90M redevelopment of complete streets for Oklahoma City’s Central Business District encompassing 180 acres. He is currently overseeing the design of 609 Main Place in Houston, Texas, City Line, a mixed-use development in Dallas, Texas, and a new headquarters for a private client.

As principal in the Houston office his responsibilities include marketing, project design, development and management. Jereck received his Bachelor of Landscape Architecture from Utah State University and is currently a Board Member of the Rice Design Alliance.