# Not Allowed: Practicing Process

by

#### Amanda Ugorji

A.B., Architecture Studies Brown University, 2018

Submitted to the Department of Architecture in Partial Fulfillment of the Requirements for the Degree of **Master of Architecture** at the **Massachusetts Institute of Technology** 

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#### **Abstract**

Not Allowed: Practicing Process is a response to my dissatisfaction with the status quo of architectural pedagogy as I have experienced it. By shifting attention away from the architectural product and onto the process, I redefine the thesis project's success through encounters of learning, struggle, and uncomfortable ambiguity.

The project explores ideas of co-authorship, building practice, and embedding meaning in architectural pedagogy and work. It has challenged concepts such as the urgency of production, the erasure of identity in pedagogy and practice, and the systemic harm architecture perpetuates on both the personal and on the global scale. To carry out the thesis's goals, I armed myself with tools like self-reflection, expectation of change, intentional conversation, and curiosity. The work allowed for topic change, dramatic restructuring, and lapses in rigor. It found value in opening multiple paths and diverging from linearity, although it accepts that the effort expended has been cumulative.

Instead of a thesis review, the project culminated in a thesis reflection where I asked attendees to partake in a small group discussion and share their thoughts on provided prompts. The results of the process look like an intentionally organized collection of thoughts and conducted discussions that raise more questions than they answer.

I have identified guiding questions on this thesis journey, such as: What ways of thinking are privileged in architecture? What modes of production are validated? What do I limit myself to when I am bound by architecture's definition of rigor? How much energy should I spend gaining validation? What are the criteria for failure? What if the ways I derive value in my work devalue my project in the normative discipline? Does that matter? If we make better work when we are full and present, what do we need to be full and present? If the social contracts we hold outside of architecture education spaces are constantly violated, what new social contracts must we build? How can we preserve them? If the pedagogy has not been serving me as I need it to, how have I been working to develop infrastructure for myself? How can I continue to do so moving forward?

Thesis Supervisor: Rosalyne Shieh Assistant Professor of Architecture

#### To the collaborators & contributors, thank you for your generosity in time and insights.

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Thank you to the attendees who shared with me your thoughts and ideas at my midreview and final presentation.

Thank you to the friends and family who have supported me along the way. It would have been impossible without you.

Thank you to those who have asked me to persist despite my inability to see where my foot will land it's next step.

This thesis was created on and benefits from the stolen land of the Wampanoag people and the capital benefits of the land grant provided to MIT in the Morrill Act. It recognizes that architecture has been used as a tool of colonization and displacement and that our field has a responsibility to challenge and transform these systems.

All images and text by the author, unless otherwise stated. The work was produced for the Master of Architecture Thesis at the MIT School of Architecture and Planning.

#### **Table of Contents**

- **9** Introduction
- 11 Center My Body in the Design Process15 Build Tools to Identify How I Want to Work
- 19 Center The Process Not The Product
- 43 Facilitate a Conversation Relevant Outside of Academia
- 53 Facilitate a Space For Mutual Reflection88 Participant Reflection Excerpts

- 110 Bibliography112 List of Figures114 Appendix



CENTER MY BODY IN THE DESIGN PROCESS
TOPIC CHOICE IS SECONDARY

BUILD TOOLS TO IDENTIFY HOW AND WHAT I WANT TO WORK ON PINPOINT MY RELUCTANCE TO PURSUING A THESIS PROJECT

CENTER THE PROCESS NOT THE PRODUCT WHAT IS MY RELATIONSHIP TO MAKING?

FACILITATE A CONVERSATION RELEVANT OUTSIDE OF ACADEMIA HOW CAN THIS SERVE MY FUTURE PRACTICE?

FACILITATE A SPACE FOR MUTUAL REFLECTION WHAT IS OUR COLLECTIVE PRACTICE?

Fig 1. Project Phases

#### **Not Allowed: Practicing Process**

The title of this thesis is *Not Allowed:*Practicing Process. The project embraces the trajectory granted by centering process over product. Within the work, there is space to practice building practice.

#### Introduction

The thesis book unpacks the project through phases. Each phase allowed me to move towards the whole through a repeated process of shedding and reintegrating ideas. Along the way, my thesis transformed from a performance for the benefit of an architectural legacy to an earnest attempt to tackle the inadequacies I identified in architect pedagogy. In the thesis, I offer alternative methods of practicing, grounded in self-reflection. I created new learning goals for myself and defined the project's success through encounters of learning, struggle, and uncomfortable ambiguity. The work allowed for topic change, dramatic restructuring, and lapses in rigor. It found value in opening multiple paths and diverging from linearity, although it accepts that the effort expended has been cumulative.

Ultimately, the project explores ideas of coauthorship, building practice, and embedding meaning in architectural pedagogy and work. Instead of a thesis review, the project culminated in a thesis reflection where I asked attendees to partake in a small group discussion and share out. The results of the process look like an intentionally organized collection of thoughts and conducted discussions that raise more questions than they answer.

AND ACCOMMODATE UNMET NEEDS IN PUBLIC SPACE? AM I MAKING A STATEMENT ABOUT CRITICAL HOW CAN WE SHAPE A WORLD THAT DOES NOT DISTORT US? ACTION? AM I UNINTER- AM I INTERESTED IN VALUE SIGNALING? ESTED IN THE TOPIC OR THE THESIS PROCESS? HOW AM I GOING TO MAKE MYSELF DO THIS? CAN ARCHITECTURE AID IN SHAPING COMMON SENSE? CAN ARCHITECTURE REFLECT OR INFLUENCE COMMON I NEED TO KEEP IMAGINING WHAT I WANT. SENSE? WHY AM I INTERESTED IN STUDYING THE SIGNALS EMBEDDED IN THE BUILT ENVIRONMENT? WHAT DO I THINK I'M NOT ALLOWED TO DO, LEARN, THINK, PRACTICE IN ARCHITECTURE

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#### **Center My Body in the Design Process**

This phase of the project comprises two conceptual threads of thoughts, one of which centers on public space and the mutual agreements in which design is complicit. The other is the potential for bathrooms to serve as a medium for transferring value into design.

#### Topic choice is secondary.

Entering the thesis semester, I had intended to complete a sited-design project proposal that brings into question the role of architecture in the social contract that governs public space. When starting work, I encountered immediate resistance within myself to pursue the topic. Through the feedback from my committee, I situated that feeling as my reluctance to invest in a subject chosen to appeal to an audience other than myself. Consequently, I reselected a topic (and felt quite scandalous doing so) that has reappeared in many of my projects: the bathroom. After dedicating myself to several design exercises and making what appeared to me as progress, my committee observeded that I still did not appear invested in what I presented. They challenged me to find joy in my work, encouraging me to define my audience and accept that my expectations for a thesis are a contract. Moving forward, it became crucial to address the underlying questions about why this work was so draining. Is my disinterest stemming from the topics, or are my qualms with the pedagogy surrounding the thesis project, perhaps even the discipline as a whole?

Fig 2. Project Phases

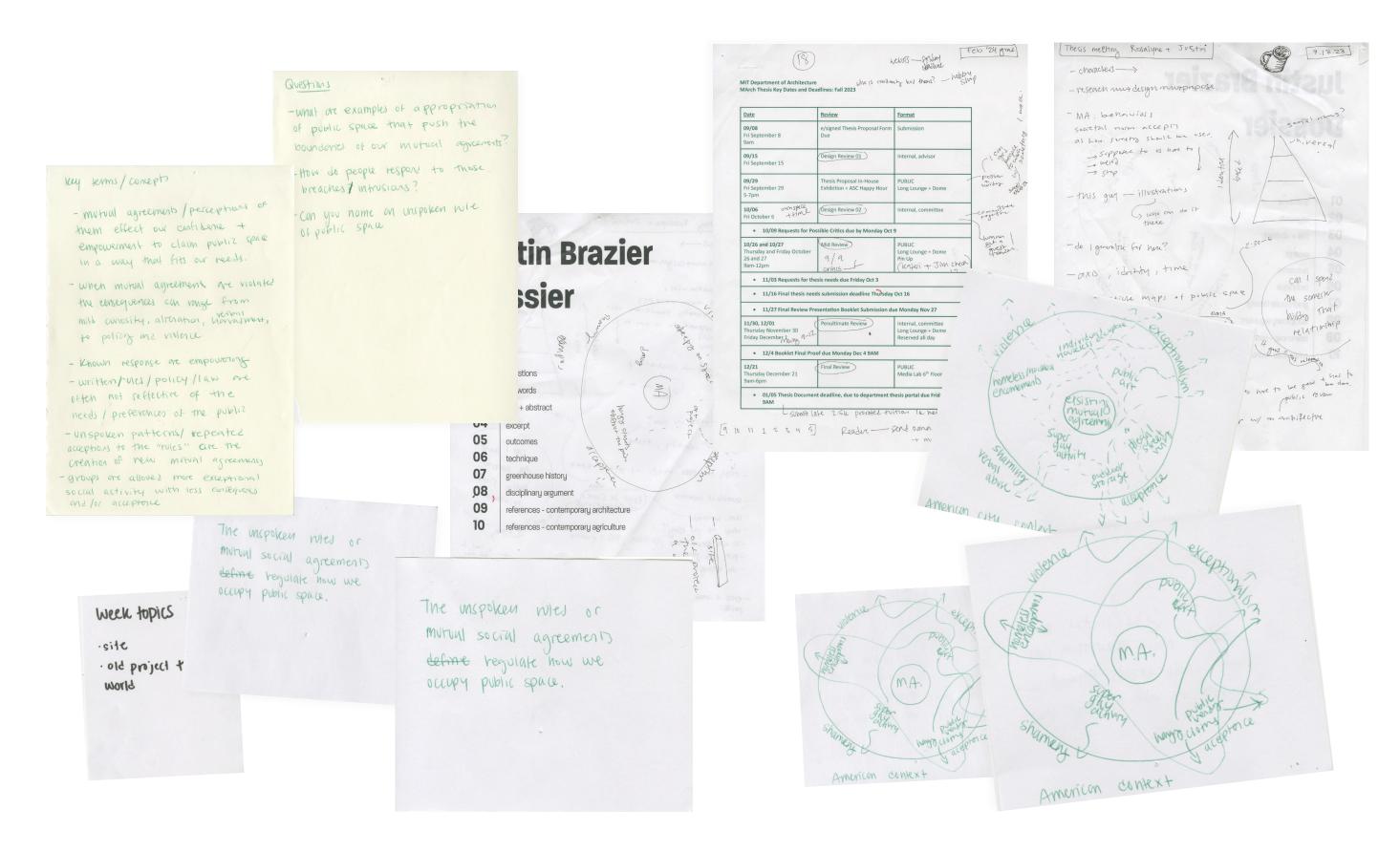


Fig 3. Phase 1 Physical Archive

WHAT AM I SUPPOSED TO WANT TO DO? DO I WANT TO PRODUCE KNOWLEDGE? HOW CAN THIS PROJECT GIVE ME ENERGY? DO I LIKE THIS PROJECT? DO I CARE HOW CAN WE SHAPE A WORLD THAT DOES NOT DISTORT US? THIS PROJECT? AM INTERESTED VALUE I FEEL LIKE I SHOULD ALREADY KNOW WHAT MY OUTCO- CAN THE BATHROOM SERVE AS A MEDIUMMEIS, IS THAT THE POINT? HOW CAN THE BATHROOM, AS AN ARCHITECTURAL MANIFESTATION OF VALUES, I NEED TO KEEP IMAGINING WHAT I SANCTIONED RELATIONSHIPS, AND AUTHORITY, BE A MEDIUM TO PRESENT A DESIGN NARRATIVE? WHAT DO I THINK I'M NOT ALLOWED TO DO, LEARN, THINK, PRACTICE IN ARCHITECTURE SCHOOL? HOW WHAT DO I WANT FOR MYSELF AND HOW DO I GET THAT? CAN I APPLY BATHROOM THINKING?

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## Build Tools to Identify How I Want to Work and What I Want to Work On

This phase of the process constitutes an absorption of knowledge. Time is spent listening to and speaking with peers and practitioners about their work.

## Pinpoint my reluctance to pursuing a thesis project.

Throughout this phase, I felt the pressure to pursue a certain kind of rigor valued in architecture education. While I invested my time in conversations and engaging with meaningful concepts, only some of these conversations felt explicitly part of "the work." Working through ideas such as the need for architectural "rigor receipts" in conversation proved foundational to framing the larger body of thesis work. In other discussions, I felt I was using my engagement as an excuse not to do a thesis project. During this period, I intentionally left campus on weekends and attended the Black in Design Conference at Harvard and the National NOMA conference. Through expanding my exposure to the architecture community, I found a pedagogical opportunity to align what I learned from practitioners in the field grappling with similar concepts into this work. I understood the value of providing myself with enough time to learn and process new information. My challenge was to find a means to frame this learning as an additive, not another impediment, for my thesis.

Fig 4. Project Phases



WHAT NEEDS ARE NOT BEING ADDRESSED? WHY IS MY RESISTANCE TO THE THESIS PROCESS USEFUL TO DOCUMENT? HOW CAN WE SHAPE A WORLD THAT DOES NOT DISTORT US? I USE MY RELATIONSHIPS TO LEARN WITHOUT MAKING THEM VULNERABLE TO MY ACADEMIC PRESSURE? CAN THE BATHROOM SERVE AS A MEDIUM TO FACILITATE THAT EXCHANGE? HOW DO I ASK FOR A COLLABORATION? CAN MY I NEED TO KEEP IMAGINING WHAT I PRESENTATION BE A DIALOGUE? WAS EXERCISING RELIEF PRODUCTIVE? CAN IT NOT BE A CONVERSATION, BUT A PRACTICE? WHAT WOULD THIS WHAT DO I WANT FOR MYSELF AND LOOK LIKE HOW DO I GET THAT? ARCHITECTURAL SCALE? HOW IS THIS CONVERSATION DIFFERENT FROM THE LAST?

CENTER THE PROCESS NOT THE PRODUCT WHAT IS MY RELATIONSHIP TO MAKING?

FACILITATE A CONVERSATION RELEVANT OUTSIDE OF ACADEMIA HOW CAN THIS SERVE MY FUTURE PRACTICE?

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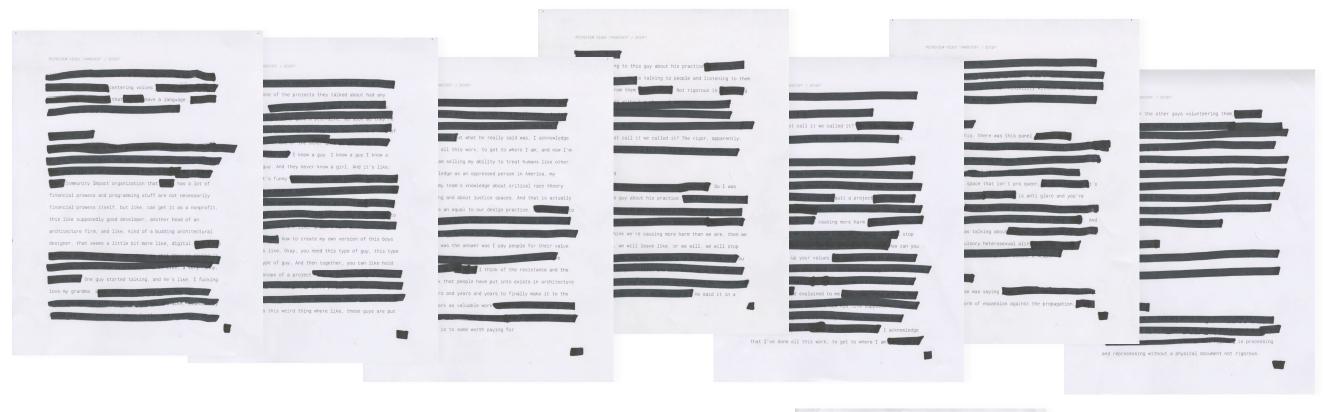
#### **Center The Process Not The Product**

This phase of the project is the moment of transition from my pursuit to uncovering my motivation for working and centering the thesis process over the thesis product.

#### What is my relationship to making?

As a tool to mentally separate what I wanted to do from what I felt like I was required to do, I found myself empowering the voice in my head that was dictating how I prescribed I "should" be working. To give the narrative a name, I coined the term "Architecture Police in Our Head" or A.P.I.O.H. I used this personification to flush out who I was projecting a conversation with, and what they had to say. By identifying what I was reacting to, I could highlight which train of thought was not immediately reactionary to this A.P.I.O.H. voice. In tandem with developing a filter, I worked to actualize the narratives that differentiated themselves from those created in response to the A.P.I.O.H.. The actions determined by these impulses generated energy to continue working. At this juncture, I still held onto the idea that I would participate in the normative design process to design with and for my peers. I situated the bathroom as a design language I could use as a bridge to collaborate and enter my classmate's projects.

Fig 6. Project Phases



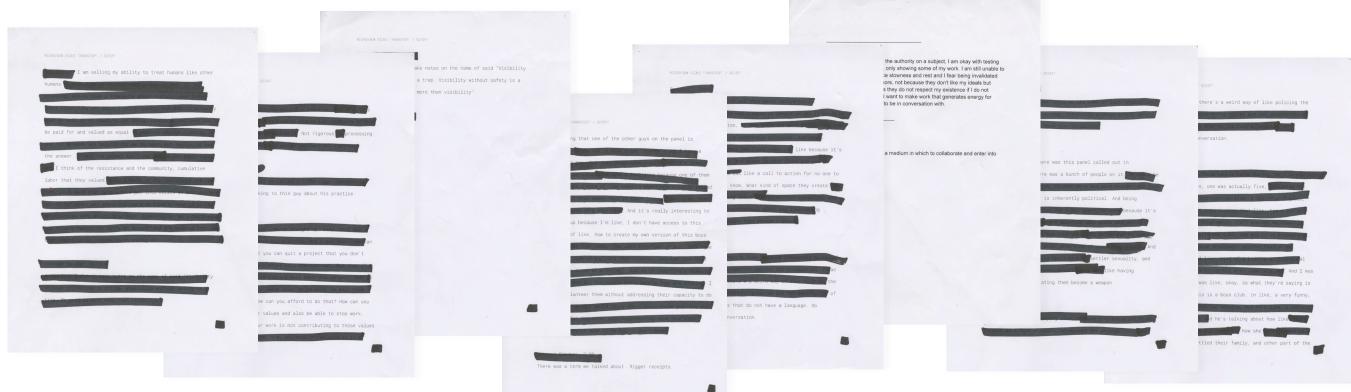


Fig 7. Phase 3 Physical Archive



During this phase, I started experimenting with sharing my disposition about the thesis process with a wider audience.

## At the midterm review, I began my speech with what one might describe as a vulnerable manifesto.

"As I was deciding what to say today, I was initially framing the presentation as a performance. Act out the thesis-thing, do what they want so I can get through the conversation without having to justify why I should be able to take up space this way. But I have been reminded recently that silence gives energy to the status quo, so I have decided to let you in on my process in the hopes that I can provide helpful language or connection.

I do not think one project should serve as the defining factor of a person's academic career, nor do I find nourishment in living in constant imbalance – focused on making products to prove my thoughts have value. But, even while standing confidently in my statements, while I am present here I am not immune to the daily pressure and the pressure of moments of collection and presentation. With this as context, I have pursued multiple iterations

and investigations of what I could do in my power to make this work feel like my own and not a product or extracted piece of labor for this institution.

One of the strategies I have learned as a means to gain ownership over my time at the school is to value my work no matter the form. To treat my navigation of this place and the tools that I have learned to cope as work that should be acknowledged. For the first part of my thesis, I have been situating myself in relation to the discipline as I experience it and translating that experience into modes of practice. I have been creating frameworks for thinking about practice that I plan to use in the second half of my thesis, where I will design with and for."

I instantiated a practice I would continue in my group throughout the semester of clearly setting up the audience's expectations for the scheduled time we shared together.

"I will walk you now through two collections of media. I will then say a few more words and then open the room for discussion. Anyone may speak."

To end the speech and set the tone for



## the discussion, I worked to soften my language and humanize the motive for the media I presented.

"I am okay with not being the authority on a subject, I am okay with testing and incomplete drafts, only showing some of my work. I am still unable to figure out how to embrace slowness and rest and I fear being invalidated by my peers and professors, not because they don't like my ideals but because of how it signals they do not respect my existence if I do not enrich their experience. I want to make work that generates energy for myself and

those I want to be in conversation with."

In these presentation excerpts, I am negotiating how much to share about myself and my process and how much the presented media will prompt on its own. Using floating boards to enclose the room to limit scale, I began exploring the space-making possibilities. By asking non-reviewers to speak, I interrupted the power dynamics of the space. To allow the conversation to carry beyond the review, I provided materials for distribution and later consumption.

What is my relationship to making?

Fig 10. Phase 3 Physical Archive

Though I did not expect it, the presented media solicited a strong response from attendees. In the resulting conversation, the attendees provided information that, both helped me understand what I was doing, and also, how wildly my work could be misinterpreted. The review prompted me to embrace the potential impacts of framing a conversation.

This phase resulted in two distinct collections of media. The informational pamphlet and poster series is the result of personifying the A.P.I.O.H., and the video and script-turned-poem that mashes up observations of process and a conversation with myself about critical concepts I was learning and synthesizing this semester.

As previously discussed, one tool I used to filter through my various motives' work was personifying the A.P.I.O.H.

## Who are the architecture police in our head (A.P.I.O.H.)?

To put it simply, the Architecture Police In Our Head are the perceived and tangible manifestations of the capitalist, heteronormative patriarchy that live inside of us. They police our brains before the outside world gets the opportunity. Some signals we can use to recognize when they are on patrol are when we feel a sense of unwarranted urgency, a need to create quantity over quality, or discount the work we do that doesn't immediately lead to concrete products.

#### The A.P.I.O.H. feel threatened by:

Self-reflection, thinking without producing, slowing down, resting, intersectionality, co-authorship, accepting many right answers, a lack of interest in maintaining authority, de-prioritizing work, old ideas, and challenging the power structures that govern our daily lives.

## Why would we want to appease the A.P.I.O.H.?

- 1. To give ourselves space to do the work we really want to do.
- 2. To protect our topic, identity, or previous expertise from being invalidated and, therefore, limit discourse around said topic or identity.
- 3. To get a grant, scholarship, job, or otherwise be in good standing in normative society.

DOESN'T IMMEDIATELY LEAD TO CONCRETE PRODUCTS. THE ARCHITECTURE POLICE IN OUR HEAD ARE THE PERCEIVED AND REAL MANIFESTATIONS OF THE CAPITALIST, HETERONORMATIVE PATRIARCHY THAT LIVE INSIDE OF US. THEY POLICE OUR BRAINS BEFORE THE OUTSIDE WORLD CO-AUTHORSHIP, ACCEPTING
MANY RIGHT ANSWERS, A LACK
MANY RIGHT ANSWERS, A LACK
OF INTEREST IN MAINTAINING
AUTHORITY, DE-PRIORITIZING
WORK, OLD IDEAS, AND
CHALLENGING THE POWER
STRUCTURES THAT GOVERN
OUR DAILY LIVES. GETS THE OPPORTUNITY. SOME SIGNALS WE CAN USE WE ARE FEELING A SENSE OF PARTICULAR THE BETTER. UNWARRANTED URGENCY, A
NEED TO CREATE QUANTITY INCORPORATE MULTIPLICITY. OVER QUALITY, OR DISCOUNT THE WORK WE DO THAT IF OUR THOUGHT CHALLENGES ARCHITECTURE POLICE IF WE DO NOT DOCUMENT IT. EVEN OF THUMB, ONE EXAMPLE IS IF WE HAVE HAD 100 HOURS OF TOO SUBJECTIVE, TWO IS JUST A COMPARISON, BUT THREE IS MATTER IF WE DO NOT HAVE A PROOF THAT OUR INVESTMENT CURATE THE WORK OR AT LEAST CREATE THE APPEARANCE OF INTENTIONAL

> 4. We are tired and want more time to rest without being penalized by the aforementioned systems that often govern our daily lives.

#### Strategies to appease the A.P.I.O.H.:

Receipts or it didn't happen. Excessive labor is not enough for the architecture police if we do not document it. Even If we have had 100 hours of conversations, it does not matter if we do not have a transcript recording it.

Curate the work or at least create the appearance of intentional curation. The more particular, the better.

Incorporate multiplicity. If our thought challenges the status quo, we will need to prove it should be taken seriously. As a rule of thumb, one example is too subjective, two is just a comparison, but three is proof that our investment of time and energy is substantial and objective.

What is my relationship to making?

#### What the A.P.I.O.H. considers rigorous:

- 1. Trace over things
- 2. Scan and print things you have already scanned and printed
- 3. Use expensive materials
- 4. Print big drawings
- 5. Layer paper
- 6. Make the same thing in a bunch of different medium
- 7. Incorporate the (already deemed) official
- 8. Accessorize (folders, binder clips, annotation)
- 9. Discretize (isolate into discrete parts)
- 10. Coin a term
- 11. Give it (event, space, project, series of objects) a name
- 12. Create a mock-up
- 13. Capitalize everything
- 14. Not do the things, but do one of them great
- 15. Remake things that already exist
- 16. Adopt or pseudo-adopt the expertise of another discipline
- 17. Make a book
- 18. Document labor, order of preference (line, written word, anything else)
- 19. Signal your attention to detail (arrange evenly on a surface, add margins, use dividers, frame, border, space evenly, number pages, border, align)
- 20. Categorize, index, itemize, catalog
- 21. Declare that your work is complete

- 22. Manually do what you could do with a machine
- 23. Make tiny models
- 24. Provide an excessive amount of detail about something that may or may not matter
- 25. Reference and authority figure (ex., The Venice Biennale)
- 26. Make an axon
- 27. Ask a two-part question
- 28. Photograph models in extreme lighting
- 29. Use acronyms heavily.
- 30. Turn nouns into verbs

While accommodating the nonreactionary voice in my head, I started to pick up a camera and record my peers. I had existing relationships with those I videotaped and some knowledge of their motives, bodily states, and how their actions contribute to a larger work. I talked to them while I recorded. It became an opportunity to engage. I was interested in whether these goals were worth their pain and toil. Afterward, for some, they were, and for others, they were not. To morph the videos into appropriate deliverables for midreview presentation, I tried a method of working my thesis advisor offered to me, which was a conversation with myself. I superimposed these two ways of working and had a curious end product.





Fig 12. "Practice" Still

0 minutes 34 seconds

Fig 13. "Practice" Redacted Script

"Not rigorous	_ processing and
reprocessing	
But anyway, I was t	alking to this guy
about his practice	
you say that you	can quit a project
that you don't believe in, _	
_ And I'm like, How can	-
that? How can you afford	, ,
values and also be able to	stop work, when
you feel like your work is n	ot contributing to

those values anymore? "

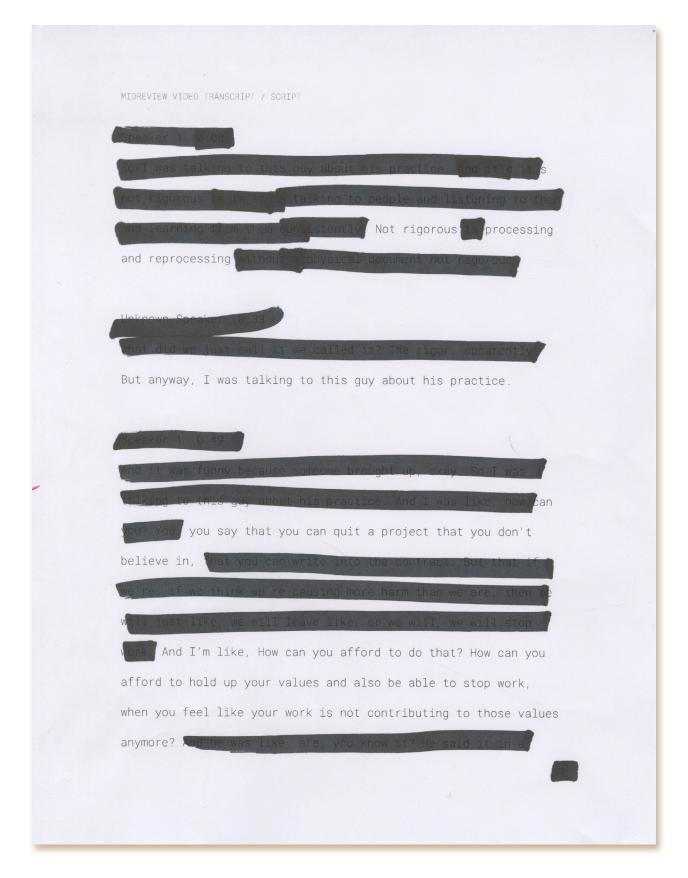




Fig 14. "Practice" Still

5 minutes 43 seconds

Fig 15. "Practice" Redacted Script

"skill or thing that one of the other guys on the panel is
And it's really interesting to see it show up because I'm like, I don't have access to this information of like, how to create my own version of this boys club
I needed to volunteer them without addressing their capacity to do stuff
There was a term we talked about. Rigger receipts."

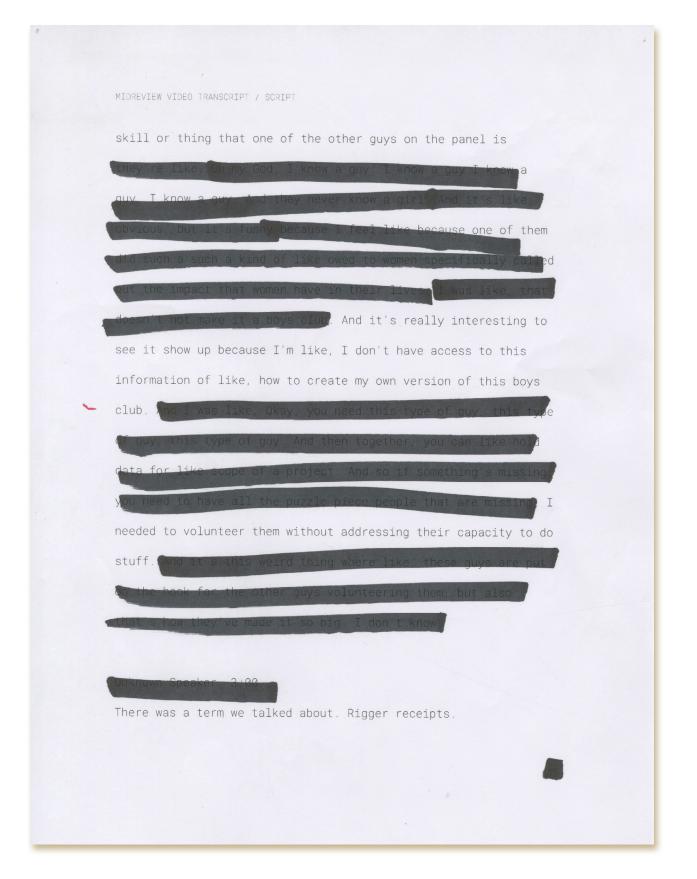




Fig 16. "Practice" Still

4 minutes 12 seconds

Fig 17. "Practice" Redacted Script

"what he really said was, I acknowledge that I've done all this work, to get to where I am, and now I'm selling it. I am selling my ability to treat humans like other humans my knowledge as an oppressed person in America, my knowledge and my team's knowledge about critical race theory about organizing and about justice spaces. And that is actually what we sell as an equal to our design practice.

It was the answer was I pay people for their value.

I think of the resistance and the cumulative work that people have put into exists in architecture spaces for years and years and years to finally make it to the workplace as work as valuable work that expertise is to some worth paying for "

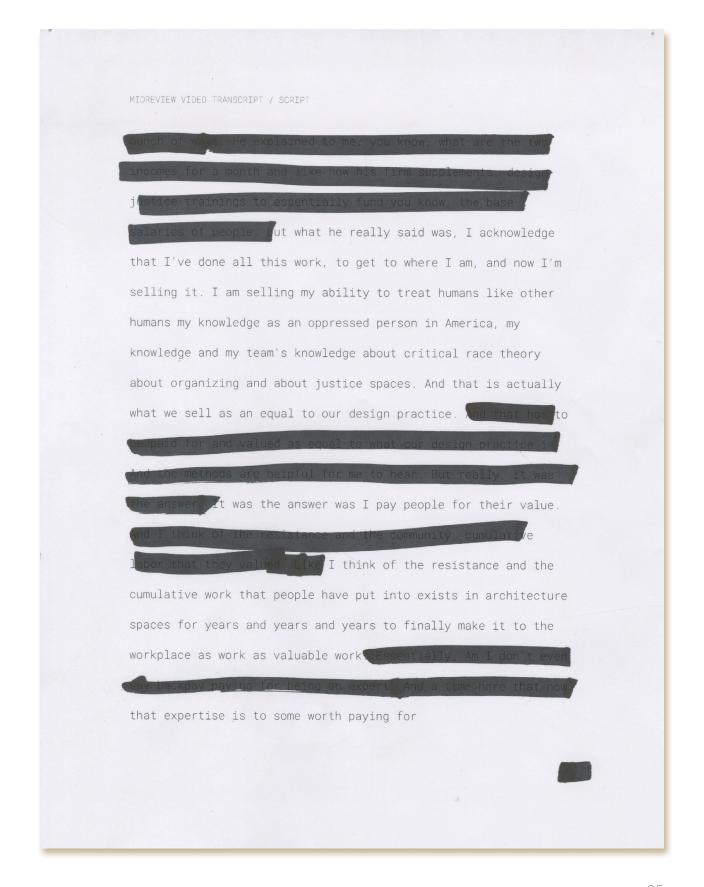


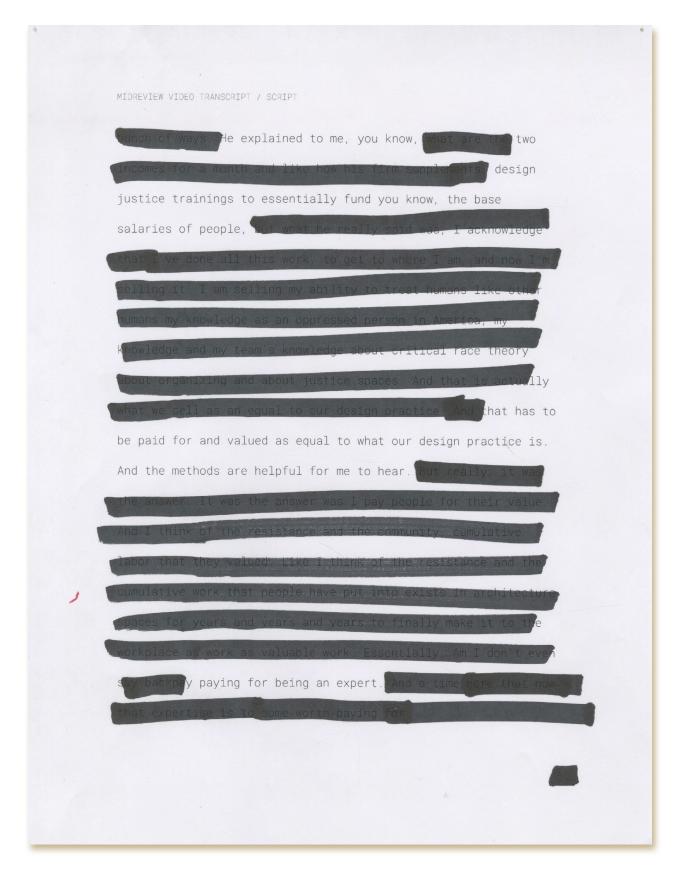


Fig 18. "Practice" Still

5 minutes 12 seconds

Fig 19. "Practice" Redacted Script

"He explained to me, you know,twotwo
_ justice trainings to essentially fund you know, the base salaries of people
that has to be paid for and valued as equal to what our design practice is. And the methods are helpful for me to hear
paying for being an expert."



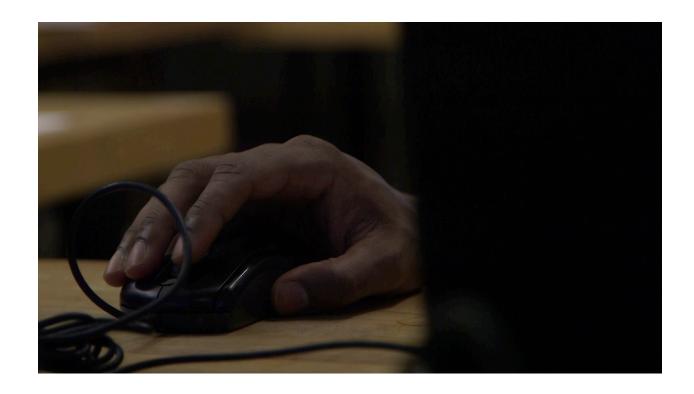


Fig 20. "Practice" Still

0 minutes 22 seconds

38

Fig 21. "Practice" Redacted Script

'there was this panel called out	ın
architecture. And there was a bunch	of
people on it	
she said, being que	er
is inherently political. And being politic	
because	
political	ιS
pontical.	
Λ!	
And	
sett	ler
sexuality, and	
li	ke
having normative ways of relating the	m
become a weapon"	

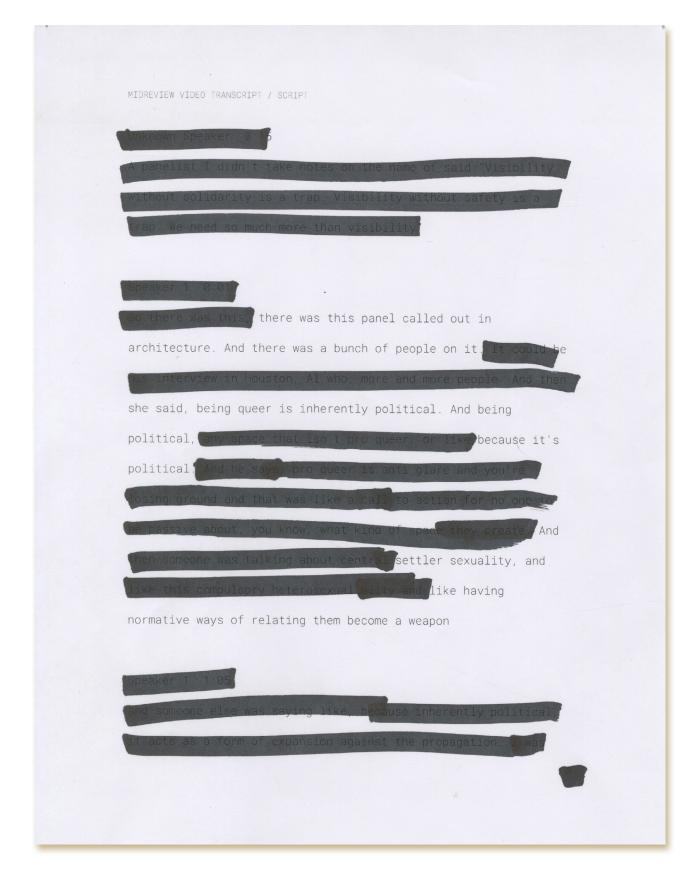




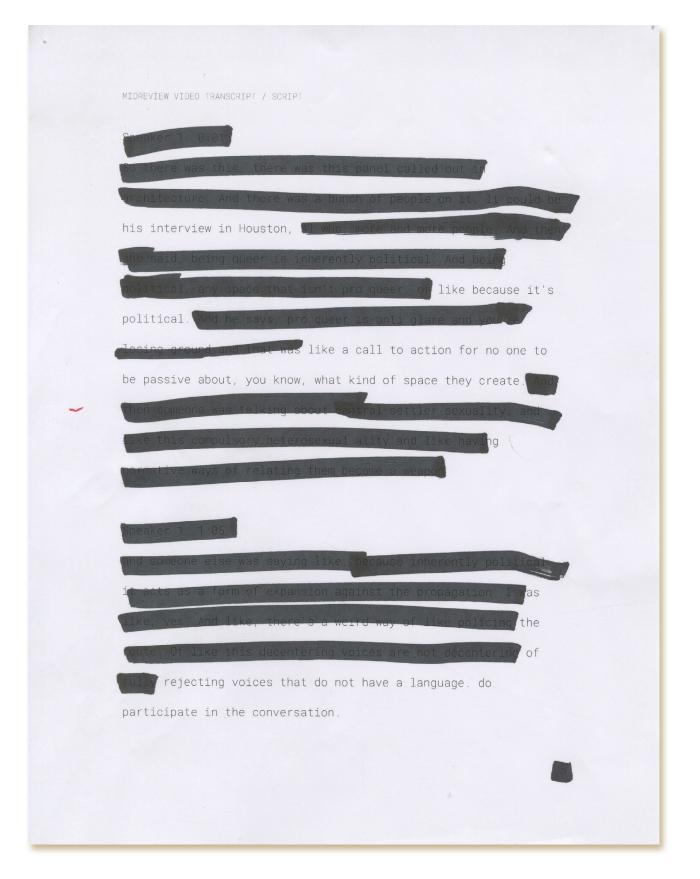
Fig 22. "Practice" Still

1 minute 05 seconds

40

Fig 23. "Practice" Redacted Script

"his interview in Houston
like because it's political.
like a call to action for no one to be passive about, you know, what kind of space they create.
as
theof
rejecting voices that do not have a language. do participate in the conversation."



WHAT ARE PRACTITIONERS ALSO GRAPPLING WITH? WHAT IS THE LINE BETWEEN PROVIDING SPECIFICITY AS A ME- HOW CAN WE SHAPE A WORLD THAT DOES NOT DISTORT US? ANS CONNECT WITH OTHERS AND DIRECTING A CONVERSATION TOWARD PERSONAL **EXPERIENCE? WHAT DO SQUISHY PEOPLE NEED?** WHO IS "THEM"? CAN MY AUDIENCE BE A FRIEND? I NEED TO KEEP IMAGINING WHAT I WANT. IF WHAT'S IMPORTANT TO ME ARE MY PEERS, IT DOES MATTER WHAT MY EFFORTS ARE GEARED TOWARD. HOW HEAVILY ARE THE BALLS DROPPING? WHAT DO I WANT FOR MYSELF AND HOW DO I GET THAT? HOW DO I REMIND HOW DO I GENTLY ASK AN INTIMATE QUESTION LARGE GROUP OF TOMYSELF HOW TO BE? WHAT IS THIS A RECORD OF?

FACILITATE A CONVERSATION RELEVANT OUTSIDE OF ACADEMIA HOW CAN THIS SERVE MY FUTURE PRACTICE?

FACILITATE A SPACE FOR MUTUAL REFLECTION WHAT IS OUR COLLECTIVE PRACTICE?

#### Facilitate a Conversation Relevant Outside of Academia

This phase of the process involves identifying what elements of the thesis project to an audience unfamiliar with the specificities of my experience.

### How Can This Serve My Future Practice?

Since I was working toward engaging the audience at the final review, I needed to understand what media I could provide to prompt a curated conversation and still be respectful of upholding my values. Through a proposition from Oana, my first attempt at producing this media was to continue documenting process work to enable myself to center process rather than the architectural designs I would be working on throughout the semester. The medium was generous because it allowed me to relieve pressure from any collaborative processes I engaged with during the semester. However, as soon as I prioritized the video medium, the work strategy I picked up in spite of the pressure of the A.P.I.O.H., my attraction to the camera as a documentation strategy ceased. Rather than ruin my relationship with video production, I set out to discretize the subversive elements throughout my work thus far, strategizing to arrange them into a coherent collection. Rosalyne reminded me throughout the semester that "knowledge is a collection of information," and my job is to curate and arrange that information. The collected fragments became the fuel for the design of a facilitated discussion.

Fig 24. Project Phases





Fig 26. Phase 4 Physical Archive



To attain my goal, I concluded my next stage would have to be a facilitated conversation. I was interested in what others think about the topics that interested me. Next, I needed to understand how much information about previous work I should provide to a new audience and what presumptions I could make about a group that would be productive toward a generative conversation. Specifically, how much personal vulnerability do I need to bring into a conversation to earn a participant's trust and interest in engaginging with me in this discussion? Am I asking people to ideate, or am I using the prompts to bring them to a predetermined goal?

An example of the facilitation implications I was navigating is the following:

I could ask a practitioner to respond to this statement: "I believe that it is possible to get paid appropriately for our work." That statement assumes the practitioner believes they are not being paid appropriately for their work. Another version of that statement is, "We are inappropriately compensated for our expertise." That phrasing opens up a conversation about whether we are properly compensated for our expertise

and could spur a discussion on what the practitioner defines as expertise. Both sentences insert my personal bias that the practitioner is not properly compensated. A third, less leading, question would be, "How are we compensated for our expertise?." That prompt does not presume to define the participant's expertise or thoughts on appropriate compensation. While that question is more inclusive, it is quite possible the resulting conversation will not arrive at my position on compensation in architecture. Considering my perspective and reason for providing the prompt, in the third example, can I still be moved or enriched by that conversation? It would not be enriching to end where I am starting. I want to move past my position and learn from other people's positions, explicitly concerning my position.

In this section of the thesis process, I started grappling with how to use techniques as a facilitator to frame and temper power dynamics. I began to ask myself questions, like, which of these questions can my grandma answer? Building off facilitation techniques from the last section, I iterated a series of introductory speeches with varying levels of personal vulnerability and value



signaling. I used tactics like identifying the audience to build a group consciousness of who is in the room, clarifying how I related to the field on a personal level, defining my indicators for success, relating the thesis to the discipline, providing transparency about schedule and structure, presenting participation as

optional, providing specific instruction, and supplying prompt cards for attendees.

The following page shows materials from the final stage of the thesis that function as a second generation to the work from this phase.



Fig 28. Thesis Starter Pack

yourself.

50 51

to answer.

office hours.

DO I NEED TO OFFER ANSWERS TO RECEIVE THEM? IF THERE WAS NO MENTAL BOX WHAT WOULD I DO? HOW CAN WE SHAPE A WORLD THAT DOES NOT DISTORT US? HOW DO I CONVINCE PEOPLE TO SUSPEND THEIR DISBELIEF AND ENGAGE WITH ME? IS MY **AUDIENCE GRANDMA** DISCIPLINE? I WANT TO MOVE AND MOVED. I NEED TO KEEP IMAGINING WHAT I WANT, AM I TEACHING A WAY TO INTERACT BY MODELING IT? HOW MUCH FURTHER DO I WANT TO MOVE? WHAT IS MY ROLE? IT'S BECAUSE I AM PURSING THIS WITH MY WHOLF BODY. HOW GENTLY ASK AN INTIMATE QUESTION PEOPLE? LARGE GROUP OF WHAT NEED HELP DO **PUSHING** BACK **AGAINST?** 

FACILITATE A SPACE FOR MUTUAL REFLECTION WHAT IS OUR COLLECTIVE PRACTICE?

#### **Facilitate a Space For Mutual Reflection**

This phase of the process encompasses an act of translation as a means to engage an audience.

#### What is our collective practice?

Despite the ethos that this thesis centers process over product, this part of the project necessitated creating engagement materials. However, these products were valued not for the materials themselves, but for how they contributed to my ability to curate a broader conversation. How can I build credibility in my earnest engagement with the audience through the materials? Can the materials allow participants to suspend their disbelief and set the tone by translating the concepts and ideas I have found most pertinent throughout the semester? The second act of translation in this phase was facilitation design. Which of my thoughts must I translate to engage a wider audience in a conversation? If I posit a successful conversation to be one in which I can move and be moved, how do I balance making clear my values and opening up my space and mind for differences?

Instead of a typical thesis review, the final format ended in a thesis reflection. The reflection included a walk-around gallery of 6 fabricated display boards enclosing a central seating area with four tables with chairs. The program consisted of an introductory speech, a 20-minute discussion section, and a 20-minute group reflection.

Fig 29. Project Phases



Fig 30. Phase 5 Physical Archive

#### **Building Values into Practice**

A significant part of the thesis involved considering what I would like to create and values in my architectural practice and how those values can integrate into my academic career. I feel it is necessary to consider my practice and specify my values because they are often absent or present only at the surface level in my education at MIT. As a well-funded and influential institution, we should be preparing ethical designers who have spent years practicing and intentionally shaping their future careers. Despite the accreditation as a professional program, some classes that could prompt students to grapple with these questions are sorely lacking, such as our Professional Practice course. Numerous classes have the potential to teach students how to play out meaningful collaboration dynamics. However, most often, I hear testimonies of unrewarding group work scenarios with uneven load distribution or "all compromise" dynamics with little or no energy generation. Throughout my entire career here, I found it challenging to fulfill academic requirements while taking care of my body's needs. I have seen this dynamic echoed in my peers.

How could this type of educational support inform the kind of practitioner I want to be? Throughout my education at MIT, I have articulated abstractions like, "I have lost myself to this school." What I mean is that while pursuing my degree, earning fellowships, project research grants, and work assistantships, I have lost sight of my relationship with my body, community, and my original educational goals. In this thesis semester, I attempted to begin the reclamation process of my own identity as an architectural academic and practitioner. One of the final thesis presentation attendees, Sahil Mohan, left a poignant message on his reflection card. His lingering thoughts were a commentary on, "How much you must lose yourself to become yourself." I found the sentiment striking because I believe it takes tremendous effort to recover oneself after becoming lost. Without support, it is possible to stay lost for a long period of time.

A grounding step in this exercise to build a practice from my values is articulating my dreams and wishes for practice and pedagogy. Another was using the minibook on practice to synthesize a collection of incomplete but intertwined statements and questions. Making the minibook becomes a reflective exercise when I embrace that I only have answers to some

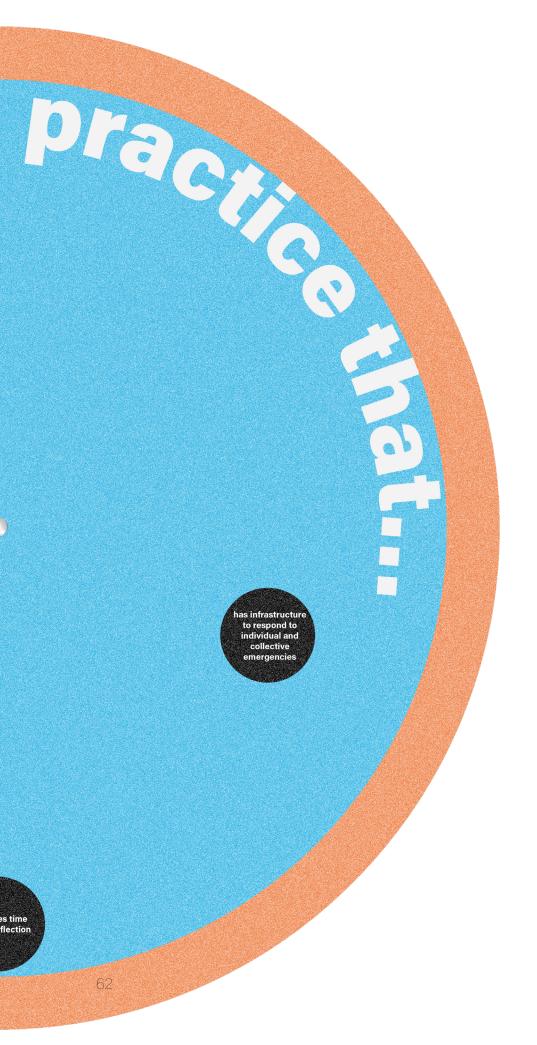




Fig 32. Practice Mini-Book (Spread), Fig 33. Phase 5 Physical Archive (Right)



Fig 34. Practice Mini-Book (Spread), Fig 35. Phase 5 Physical Archive (Right)



I want to build a practice that...

provides compensation for all the kinds of expertise that contribute to the work

provides opportunities for learning

is responsive, not reactionary

centers my values

utilizes a funding structure whose dividends are empowerment

is critical about the act of translation

encourages balance

has infrastructure to respond to individual and collective emergencies

works toward design justice

is collaborative

is thoughtful

Fig 36. Value Wheel

is prepared to engage in hard conversations

dedicates time to self-reflection

acknowledges that the current building industry is material and systemically complicit in social and environmental harm

welcomes the question "what do we do instead?"

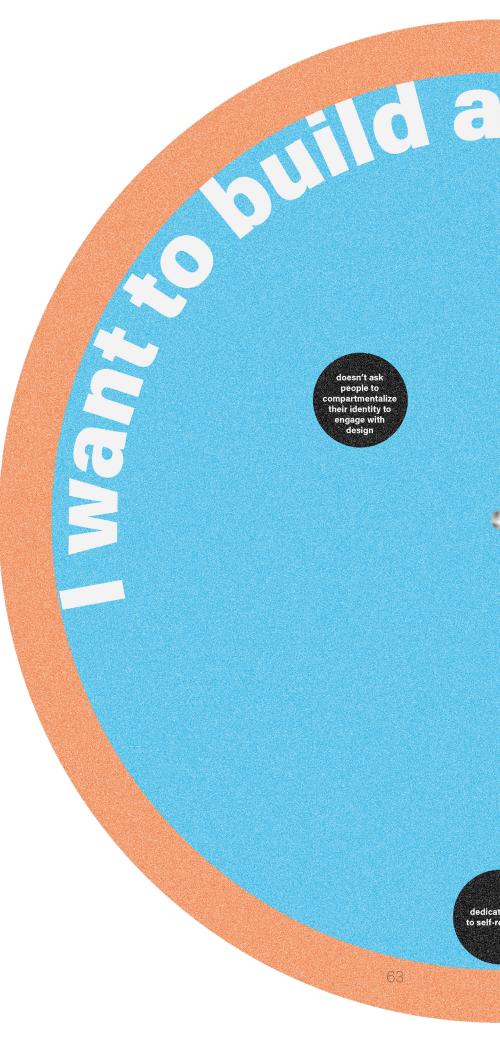
listens to the needs of my body

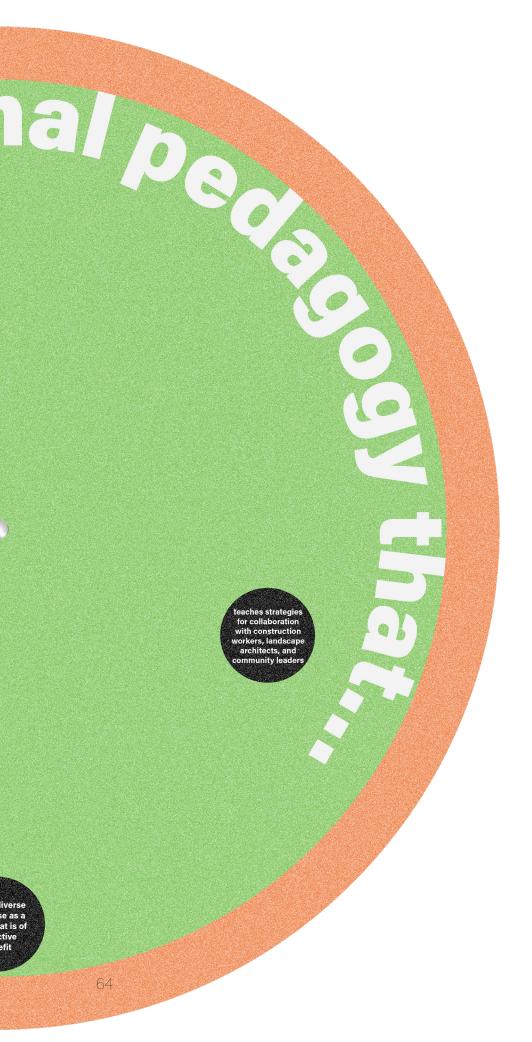
dedicates space to growth

doesn't ask people to compartmentalize their identity to engage with design

insists on engagement

holds space for the unknown





I value an educational pedagogy that...

teaches how to make group work an act of co-authorship

interrupts the urgency narrative of academic production

teaches design justice

outlines how tools of architectural production have contributed to historical violence on a global scale and can be used for the enrichment of a collective imagination

posits diverse expertise as a value that is of collective benefit

makes room for emergencies and illness

prepares students to be ethical practitioners

responds to student advocacy teaches strategies for collaboration with construction workers, landscape architects, and community leaders Fig 37. Value Wheel

fosters creativity

holds community members accountable for bad behavior

doesn't privilege the patriarchy

acknowledges that learning is a cumulative process

doesn't normalize regular deprivation of physical and emotional needs

sometimes aims to pursue the unfinished

integrates group reflection into the collective practice makes space for change

does not perform the dominant narrative

leaves enough time to expand thinking for the sake of expansion and to share that learning with others

acknowledges there are many kinds of rigor



In the project's many phases, there were several instances of co-authorship, collaboration, contribution, and collective influence. Initially, collective influence entered the project through the practice of maintaining a consistent presence and idea exchange with several peers. I found that absorption and consistently following a work, functions as a form of silent contribution. There are shared conversations that become meaningful and impactful when repeated, but a consistent presence is needed to have an informed opinion. Observing with permission and recording can be part of this cumulative effort.

A second attempt to integrate direct collaboration into the project was through the medium of the bathroom. My goal was to use the architectural form as an entry point into my peer's projects. What could I learn about them and their work if I designed a bathroom for their project? Though this aspect of the project did not reach fruition, I engaged several of my peers in an attempt to create this kind of collaboration.

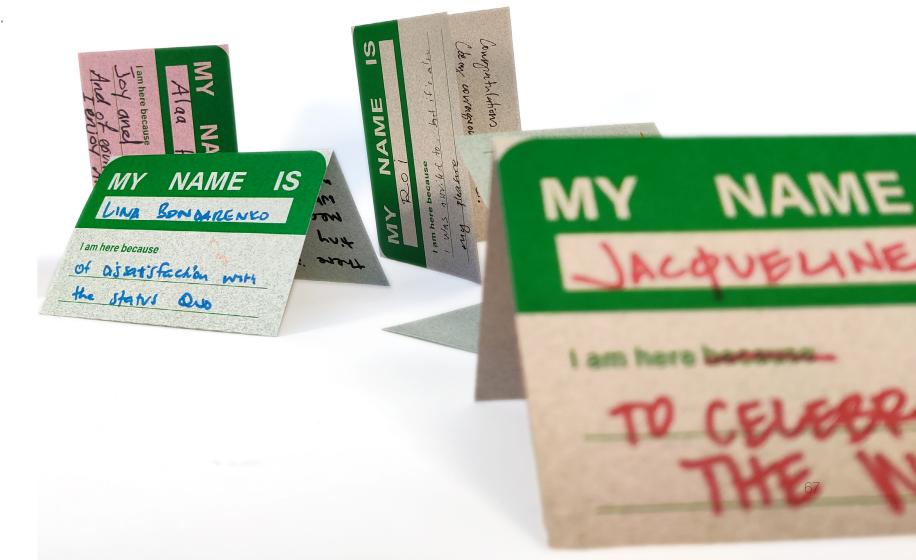
There was also asking people to engage with me and my ideas explicitly. I frequently solicited input that I used

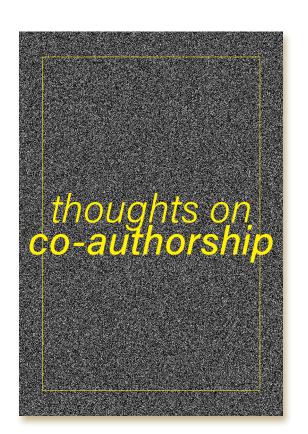
directly in my framework building. To collect and date every contributing action would have been crippling to the process of actually thinking, but the people who engaged with me are listed in my contributions. Another group of students generously gave me their time in a test run of my final review. Their comments and reflections on the process shaped my path. So did the many remarks of attendees of my mid-review, penultimate review, and my many thesis committee meetings.

Arguably the most time intensive collaboration in the project was shared with Katie Rotman. We designed and built six freestanding walls together with the help of Chris Dewart, Mackinley Wang-Xu, Asiha Cheema, and Harrison White. In addition to planning material acquisition, departmental transport, and loaistics permission, we designed the walls to hold our presentation behind the other person's. At the break in the middle of the day during the thesis reviews, we flipped the boards around, revealing the other person's presentation walls. There was significance in the visibility of sharing. There is a weight to having the work of a collaborator as a boundary to the exhibition space. About 6-8 friends and family helped me set up the space

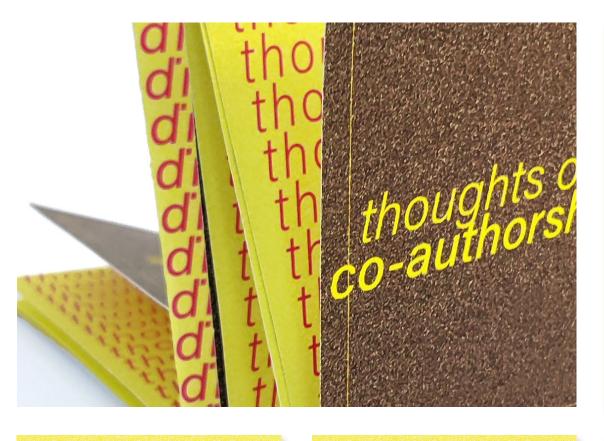
that day. In addition, the night before, for hours, two collaborators and I shifted tables around in the presentation space, reflecting on what the viewpoints allowed and if the power dynamics of the space led to one table or another. While I would call those who assisted in setting up the

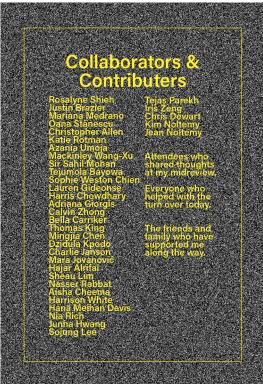
day-of, contributors, I would call James Brice and Tejas Parekh, coauthors of the final presentation space. In a quiet but impactful way, Brenda, Hajar, Mingjia, and Dzidula all contributed their influence in their facilitation support on the day of the presentation.











Collaboration
Decurs between

Client / Architect /
Sub-Connacto

Draftsperson /
Construction Worker

Principal / Project
Manager / Intern

Existing Environment /
Introduced intervention

How is coauthorship composed in a field with many actors and few accredited authors? What is compromised?

When does it become crucial to define different kinds of contributions?

On each project page, list all contributors and collaborators without specified role.

PRECEDENT RESTER STREET

Fig 39. Co-Authorship Mini-Book (Spread), Fig 40. Phase 5 Physical Archive (Middle)

How do I attribute the collaboration that comes out of a conversation over dinner or during a trip to the bathroom?

Is it ethical to categorize physical labor and expertise to "production" as opposed to "generation"?

If someone passes on knowledge in the form of a precedent, are they a collaborator?

Is the precedent itself a collaborator?



Fig 41. Co-Authorship Mini-Book (Left), Fig 42. Phase 5 Physical Archive (Right)



Architectural Meaning Making

Fig 44. Phase 5 Physical Archive

Like many other semesters, this semester has offered sobering global events that have placed education and the weight of what it means to be a member of the architecture community into the center of conversation. The conversations have begged questions such as, What is the role of architects, and what are we responsible to speak up about? What is our collective and individual impact, and how do we find meaning in our work in times of crisis? What are our individual and collective politics? How can we shape communal and physical spaces to have the infrastructure to weather moral and physical crises? I have found the answers to these questions orbit around two central ideas: collective and individual meaning-making and responses and dispositions toward a dominant narrative.

As a collection of students and practitioners operating in the same field, as we collaborate together, we create for ourselves a culture, a culture of work, of practice, and of interrelation. I believe these cultures and subcultures are ecosystems we can activate to be products of our collective intentions and represent our collective meanings and values. Although we have values listed on our institutional websites, and we hold

expectations for each other in our shared social spaces, I question how many are intentionally carved out and how many are inherited. Who are we inheriting our culture from, and who do we want to give our cultural legacy to?

In the process of making this thesis, in addition to the larger architectural systems, meaning-making is applied at the scale of daily work. What is my daily work contributing to? How do I build intention into my practice to ensure what I do is always rooted in what is meaningful to me? Is there space in this content to locate and hold onto meaning?

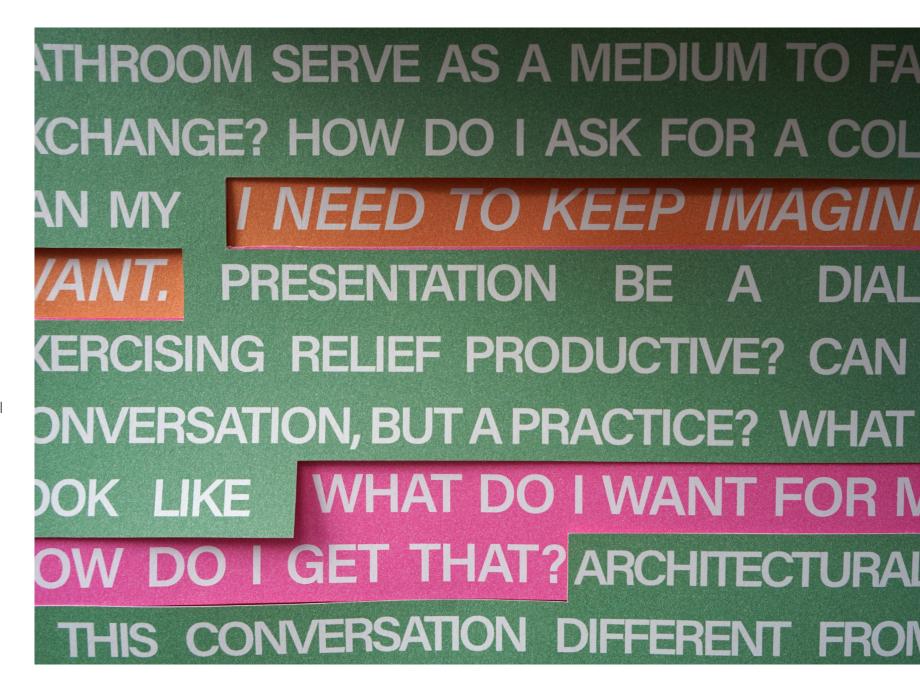




Fig 45. Making Meaning Mini-Book



Fig 46. Making Meaning Mini-Book (Spread), Fig 47. Phase 5 Physical Archive (Right)

What is our collective practice? Fig 48. Phase 5 Physical Archive

#### The final reflection was both an experiment and an exhibition.

employed many strategies to build credibility for asking participants to be open to such a significant variation from the typical event format. The balance I was hoping to strike was between discarding established expectations and respect for both my and the attendee's time, energy and participation with the goal of genuine engagement. Outlined below are the facilitation strategies and excerpts of their uses in the speech I provided at the presentation.

#### Facilitation strategies.

#### 1. Identify who was in the room. Unpack motives and attendees.

"Hello. I am Amanda, thank you for coming today. It's funny, although we are in this large crowd, few of you are strangers. Some of you are my peers who came because you were curious about my work or wanted to lend your support. Some of you are family and friends who are here because you were asked to be. Some of you are architects and practitioners who entered the day with the expectation that you will be asked to provide a critique. Some of you are tired at the end of the

day staffing a difficult event. Some of you just presented your thesis and are experiencing a startling range of emotions. Thank you all for coming. " To support the room reset at this scale, I provided a name card with an additional question for a motive for attending.

#### 2. An introduction of expectations. An invitation to join.

"The format of this thesis is going to be different from the other presentations you experienced today. I want to take advantage of this last chance I have to discuss with you before I leave my role as a student who is privileged with your time and attention. I encourage you to pursue this exhibition around you in your own time because I am interested in taking this next 50 minutes to design connections and start to build an infrastructure for collective memory. I am asking you to join me in a thesis reflection instead of a thesis review."

#### 3. Multiple exposures to the prompt. (First exposure.)

"I will start this thesis reflection by asking some grounding questions: Where have you been? (PAUSE) Where are you now?



"I ask you the guestions because I think there is radicality inside of them. As designers we are often asked to ideate or brainstorm, but are not asked to reflect. I search for radicality in my practice

because I am terribly dissatisfied with the status quo. As an ethos for this thesis, I have spent each week of this semester reflecting on the process. This project has been an active self reflexive journey where the answer to these questions always change. I have found this constant self-question exhausting, but quite valuable. And from it, I have been learning how to center the things that matter to me for the first time in a while.

My thesis title is Not Allowed: Practicing Process - because that is what my thesis has been. I have been practicing a process in which I privilege self-discovery, curiosity, and uncomfortable ambiguity in lieu of the product focused work I have been tasked with in the majority of my architectural education. The project allowed for topic change, dramatic restructuring, and lapses in rigor. It found value in opening multiple paths and diverged from linearity, though it accepts that the effort expended has been cumulative. "

#### 5. Introduction of secondary prompts.

"Some guiding questions I have identified on this thesis journey are: What ways of thinking are privileged in architecture? What modes of production are validated? What do I limit myself to when I am bound by architecture's definition of rigor? How much energy should I spend gaining validation? What is the criteria for failure? What if the ways I derive value in my work devalues my project in the normative discipline? Does that matter? If we make better work when we are full and present, what do we need to be full and present? If the social contracts we hold outside of the architecture space are constantly violated, what new social contracts should we build? How can we protect them? If the pedagogy has not been serving me as I need it to, how have I been working to build infrastructure for myself? How can I continue to do so moving forward?"

These questions are also presented on the walls and on individual cards on the table.

# 6. Introduction of my urgency and expectation of what I hope to accomplish today.

"To me these questions are urgent because I am unsatisfied with the status quo. That's why I am inviting you to join me in this reflection as a room full of individuals, peers in many ways, and members of the design community. The practice we are taking part in today is



an experiment of a dinner party where the food that nourishes us is eachothers insights. I believe changes comes from within ourselves, and becomes tangible when we start to interact with others. Though I am not presuming to change the discipline with a thesis, nor aiming for you all to come to predetermined conclusions, I do believe there is radicality in trying something different. There is radicality in doing something simple together. "

7. Reintroduction of prompt, instructions, and reassurance that showing up as yourself is okay.

"In a few minutes the tables you are sitting at will become discussion groups based on the three questions "Where have you been? Where are you now? Or where are you going?". I chose these questions because I think they are necessary to consider before grappling with any of the other questions I have focused on in my thesis process. There is no correct answer. They allow us to meet each other where we are at, Wherever that is.

Some of you have never been to an architecture thesis review before and have absolutely no idea what's going on - and that is totally fine. For everyone doing this

What is our collective practice?

exercise, you will likely be uncomfortable until you are comfortable. Remember Silence is okay. Only speak if you want to. I am providing a starting point with the expectation that the conversation will take unexpected turns.

With that said, Please move toward a table with the question you would like to focus on - The groups will spend 20 minutes discussing at the table. We will then return to the group and talk about our thoughts. Reviewers please split up! If you would like to talk in a standing group or interact with the exhibition that is fine too!"

## 8. Post break-away reset of group expectation.

"In the setting of architectural critique I have found myself and witnessed others performing a character, a flattened version of the whole selves we return to when we leave the room. I don't believe the character of the critic or the character of the architecture student are enriching or productive for us in this context. This section of the thesis reflection is the most reminiscent of a typical critique, and it's despite that format that I would like to regard you all and for you to regard one another as humans before practitioners. I believe we can flatten the hierarchy of

expectations while honoring the work manifested by our expertise. Today I want to practice by example and I am asking you to practice with me.

Instead of buckling up, I am encouraging a collective exhale. An exhale of our ideas, our memories, or expertise, our perspectives. I hope that everyone leaves this critique, having learned something, having a curiosity about something, having gained a different perspective, having questioned what we feel necessitated to do in the discipline of architecture, having processed your thoughts, having practiced listening, having experienced an opportunity to center your lived experience unique perspective and situate it within the discipline, or simply having rested. To me these are all essential experiences that should be integrated into the discipline. "

#### 9. Direct ask to the audience.

"To start the discussion, I would like to invite the first word to go to someone who did not come to the room today with the expectation of providing a critique. What did you all talk about? How was the experience? Did anything interesting come up at your table?"

#### 10. Post discussion request for participation.



"Thank you so much for participating today. I really appreciate your willingness to join me in this exercise. If you can spare five minutes, please write a reflection on the back of your nametag. Take a picture of them if you want for your own records, and leave them on the table as you move on to the reception portion so I can get a sense of the collective moment we shared, especially from those who did not share with the larger group."

#### **Supplementary facilitation**

I had asked three students to work as covert, planted back-up facilitators to support the conversation at the tables I was not managing. The plants, Hajar, Mingia, and Dzidula, also attended my test final presentation. I asked them to act as incognito guides in the conversation by speaking first and setting the tone. I explained how I would like them to negotiate silence and how to respond to the conversation moving away from the

What is our collective practice?

assigned topic. Brenda supported the event by managing timing and giving the large group cues.

#### Supplementary materials

The supplementary materials scattered around the room were meant to serve as tone-setting or takeaway materials. The supplementary materials included the six exhibition boards showing pedagogical and practice values, a compilation of discrete questions central to the project, process questions for each phase of the project, mini books, A.P.I.O.H. books, the paste-up of process work, printed copies of references to share, the exhibition poster, the fruit (snack), name cards, water, cups, chairs, and tables.

Overall, the facilitation and supplementary materials produced the desired effect. The conversation group I entered immediately started a conversation about hope and the future of design, how much of our feelings of agency are personal responsibility, and how much they are not. In the group space, the conversation was slower but still functioned as a place of learning for both the audience and me.



Fig 53. Photography by Mackinley Wang-Xu, Lightly Edited by Author

"Everything was a performance this day. But this is the only on[e] everybody took the mask off."

Yiqing



Fig 54. Photography by Mackinley Wang-Xu, Lightly Edited by Author

"I feel like architecture is slipping through our hands in real time and maybe it's okay."

Aisha



Fig 55. Photography by Mackinley Wang-Xu, Lightly Edited by Author

"There is a tiny gap, barely measurable [between] where we've been and where we're going. The now slips forward and back [between] parentheses and its exactly this, a moment to sit together that lets the now feel a little thicker."

Lina



Fig 56. Photography by Mackinley Wang-Xu, Lightly Edited by Author

"I very much appreciate the space for that kind of poetic projection you made by clearing apart the structures of our expectations/anticipation in the thesis room. It was... hopeful and very much on an emotional pressure point so many of us feel but infrequently access"

Harrison



Fig 57. Photography by Mackinley Wang-Xu, Lightly Edited by Author

"We are always told thesis is a way to open a conversation - you accomplished it, As every good work, it opens more questions than anything else."

Roi



Fig 58. Photography by Mackinley Wang-Xu, Lightly Edited by Author

"Specialization is a terrifying and boring chore."

Rob





Fig 59. Photography by Mackinley Wang-Xu, Lightly Edited by Author

"[D]id we always plan our now?"

Daniela M. and Kat



Fig 60. Photography by Mackinley Wang-Xu, Lightly Edited by Author

"I came here with a clear opinion of what architecture is. Your thesis destabilizes it but I'm all in!"

Haidar

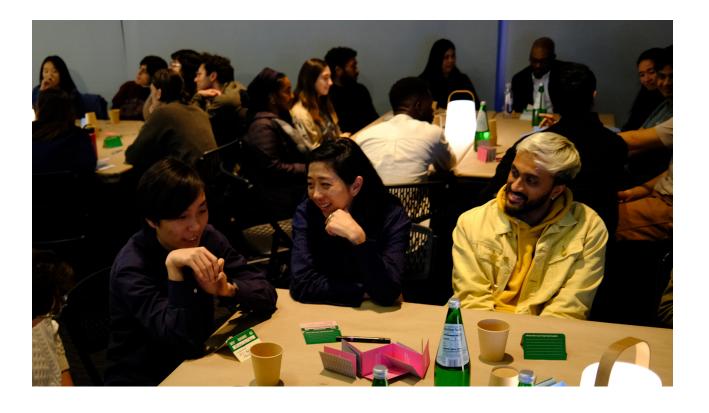


Fig 61. Photography by Mackinley Wang-Xu, Lightly Edited by Author

"I am grateful for this reminder - I am more than the confines of my discipline"

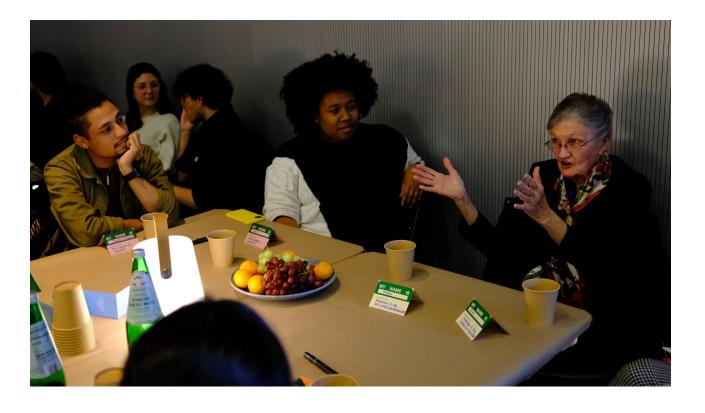
Emmie



Fig 62. Photography by Mackinley Wang-Xu, Lightly Edited by Author

"You did a great job of being inclusive, you did not come from a place of 'knowing' but from a place of unknowing 'teachable.'
Love, gma"

Jean



Thank you for reading.

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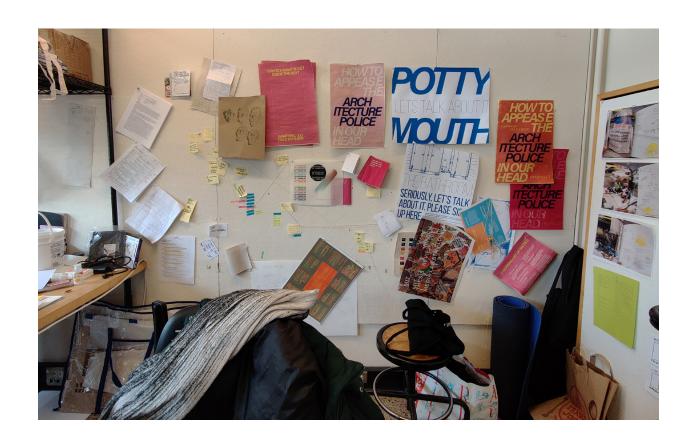
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### **List of Figures**

8	Fig 1. Project Phases	37	Fig 19. "Practice" Redacted Script
10	Fig 2. Project Phases	38	Fig 20. "Practice" Still
12-3	Fig 3. Phase 1 Physical Archive	39	Fig 21. "Practice" Redacted Script
14	Fig 4. Project Phases	40	Fig 22. "Practice" Still
16-7	Fig 5. Phase 2 Physical Archive	41	Fig 23. "Practice" Redacted Script
18	Fig 6. Project Phases	42	Fig 24. Project Phases
20-1	Fig 7. Phase 3 Physical Archive	44-5	Fig 25. Phase 4 Physical Archive
22-3	Fig 8. Phase 3 Physical Archive	46-7	Fig 26. Phase 4 Physical Archive
25	Fig 9. Photography By Chenyue "xdd44" Dai	49	Fig 27. Phase 4 Physical Archive
27		50-1	Fig 28. Thesis Starter Pack
27	Fig 10. Phase 3 Physical Archive	52	Fig 29. Project Phases
29	Fig 11. Phase 3 Physical Archive	54-5	Fig 30. Phase 5 Physical Archive
30	Fig 12. "Practice" Still	<i>57</i>	Fig 31. Phase 5 Physical Archive
31	Fig 13. "Practice" Redacted Script	58-9	Fig 32. Practice Mini-Book
32	Fig 14. "Practice" Still		<u> </u>
33	Fig 15. "Practice" Redacted Script	59	Fig 33. Phase 5 Physical Archive
34	Fig 16. "Practice" Still	60-1	Fig 34. Practice Mini-Book
		61	Fig 35. Phase 5 Physical Archive
35	Fig 17. "Practice" Redacted Script	62-3	Fig 36. Value Wheel
36	Fig 18. "Practice" Still		

64-5	Fig 37. Value Wheel	89	Fig 53. Photography by Mackinley Wang-Xu, Lightly Edited by Author
67	Fig 38. Phase 5 Physical Archive		
68-9	Fig 39. Co-Authorship Mini-Book	91	Fi 54. Photography by Mackinley Wang-Xu, Lightly Edited by Author
69	Fig 40. Phase 5 Physical Archive	93	Fig 55. Photography by Mackinley
70	Fig 41. Co-Authorship Mini-Book		Wang-Xu, Lightly Edited by Author
71	Fig 42. Phase 5 Physical Archive	95	Fig 56. Photography by Mackinley Wang-Xu, Lightly Edited by Author
72-3	Fig 43. Co-Authorship, Collaboration, Contribution, Collective Influence	97	Fig 57. Photography by Mackinley Wang-Xu, Lightly Edited by Author
<i>7</i> 5	Fig 44. Phase 5 Physical Archive	99	Fig 58. Photography by Mackinley
76-7	Fig 45. Making Meaning Mini-Book		Wang-Xu, Lightly Edited by Author
<i>7</i> 8-9	Fig 46. Making Meaning Mini-Book	101	Fig 59. Photography by Mackinley Wang-Xu, Lightly Edited by Author
<i>7</i> 9	Fig 47. Phase 5 Physical Archive	103	Fig 60. Photography by Mackinley
81	Fig 48. Phase 5 Physical Archive	700	Wang-Xu, Lightly Edited by Author
83	Fig 49. Photography By Chenyue "xdd44" Dai, Lightly Edited By Author	105	Fig 61. Photography by Mackinley Wang-Xu, Lightly Edited by Author
85	Fig 50. Photography By Chenyue "xdd44" Dai	107	Fig 62. Photography by Mackinley Wang-Xu, Lightly Edited by Author
86	Fig 51. Photography By Chenyue "xdd44" Dai	111	Fig 63. Work Station
		114-5	Fig 64. Exhibition Labels
87	Fig 52. Photography By Chenyue "xdd44" Dai		

