“True education is the habitual contemplation of greatness.”
Alfred North Whitehead, Dialogues 1953.

APH 461: Charles + Ray Eames (3 credit hours)
“Survey of the American designers Charles and Ray Eames, their innovative design thinking and masterworks.
Prerequisites: ASU cumulative 3.00 GPA, minimum 60 hours, or Graduate standing, including both degree and non-degree seeking graduate students. Satisfies General Studies Requirements: HU (Humanities, Arts and Design).”

Max Underwood AIA
 Presidents Professor
Office hours: WF 10-11, Design South 307
or by appointment, scheduled via email
480-965-5795
max.underwood@asu.edu

“The Eameses have so strongly influenced the way we sit, store things, build, play, communicate, teach, learn, and think, it would almost seem that the diversity is their genius. Not so. What their genius represents is not merely minds versatile enough to move in many directions, but minds so wholly centered that it brings precisely the same talent and experience to bear upon problems that seem vastly different from each other. It is that unity of approach that lets us see the quintessential Eameses in almost anything they do - whether it's an astronomy lesson or physics or a chaise lounge or a film.”
Ralph Caplan Herman Miller: Adventures in Design lecture.

Office of Charles and Ray Eames (1941-1988)
Charles and Ray Eames dedicated their lives to the endless search for connections, which celebrate the experiences of life and the evolving nature of things, which surround us. Practicing in the dawn of the television age, the Eameses realized that designers must be prepared daily to redefine the boundaries of design, and their creative practice, to effectively engage the key cultural, historical, political, social, economic and technical forces of their age. The breadth and depth of the Eameses creative work is simply staggering, which includes over nine hundred designs for furniture, toys, exhibitions, films, graphics and architecture - beautifully showcased in the recent PBS American Masters profile on them. The hallmark of Eames design is that it simultaneously directs a process of discovery to arrive at penetrating insight, as well as convey and celebrate those discoveries clearly to people of any age.

From 1941 to 1988 the Office of Charles and Ray Eames redefined "design" as not simply making objects, but formulating new ways to see and embrace the richness of life around us. The Eames Office was an experimental laboratory of catalytic clutter where an array of cultural artifacts, raw materials, tools, and a multi-talented staff were transformed at any moment by fresh perceptions, energetic discourse and hard work. The design projects, or "design problems," as the Eameses called them, were not solved with willful gestures or preconceived notions, but with making precise connections between situations and conditions. Eames Design thinking began with extensive research and observation of the multiple situations and conditions
that surrounded the artifact of inquiry. Through the "intelligence of the eye," using the tools of photography and film, a rough understanding of the ideas and their possible intellectual and emotional connections were reached and documented. Collective analysis of these records, coupled with more precise research and discourse with consultants and area specialists, established the critical inter-relationships, constraints, boundaries and ultimately a focus for future investigations. At this point, the design exploration of the Eames Office shifted to combine the "intelligence of the eye" with the "intelligence of the hand." Simultaneous design activities of scale models, full-scale material mock-ups, documentary film and photography became interdependent instruments of discovery enabling future assessment and refinement to occur. The "design problems" were always mentally and physically absorbing, challenging and demanding. Work in the Office of Charles and Ray Eames was "a difficult form of play."

In 1985, Charles and Ray Eames were internationally recognized at the World Design Conference, as "the most influential designers of the 20th century". Today Eames Design is synonymous with the word "Designer." Their design thinking and creative masterwork continues to be one measure and standard against new designers and their work continue to be judged.

“We work because it's a chain reaction, each subject leads to the next.”
Charles Eames Norton Lecture #5, Harvard University, 29 March 1971.

course objectives and learning outcomes
The objectives and learning outcomes of this course are three-fold:

Experiencing a great design practice
The first objective of this course is to enable each student to experience the richness of a great design practice: the office of Charles and Ray Eames. Students will develop a first-hand understanding of and an appreciation for WHY great design happens, HOW it is brought about, and WHAT it is. This will be achieved by surveying the American designers Charles and Ray Eames, their innovative design thinking and breath of masterworks via readings, films and lectures.

Understanding a great design practice
The second objective of this course is to have each student understand the organization and workings of a great design practice, and the specific personal, cultural, political, economic and technical forces which shape its evolution. This will be achieved through a series of readings, films and lectures on Charles + Ray, their philosophy of practice, core moral and ethical values, office organization and management, design processes, and their resilient strategies for growth, adaptation and change.

Understanding contemporary and future design practice
The third objective of this course is to give each student the opportunity to witness first-hand how contemporary designers have built upon and continue to extend the legacy of Eames Design to solve today’s wicked design problems. This will be achieved by each student going out and interviewing a living designer, on-camera, about their background, design process and resultant trans-disciplinary work, which bridges known disciplines to create new innovative solutions to our pressing problems today. Followed by each student proposing what the Future of Design will be and look like in 2030.

“Do not take any job with whose objectives you do not agree, and don't take a job as a stepping stone to something else.”
Charles Eames Norton Lecture #5, Harvard University, 29 March 1971.

Requirements
Each student will need to complete the following:

1) **Familiarize yourself with our course website**
   Go to https://eames.hol.asu.edu

2) **Review the class syllabus, assignments, schedule and deadlines**
   Posted on our course website

3) **Lectures and quizzes**
   To succeed you will need to watch every lecture and complete the quiz, to insure you develop an understanding of the key ideas and gain full benefits from this course.

4) **Interview with a Contemporary Designer – YouTube video, summary, discussion and peer grading**
   Each student is required to go out into their local community, arrange, meet and interview, on-camera, a living designer about their background, design process and resultant trans-disciplinary work, which bridges known disciplines to create new innovative solutions to our pressing problems. You will create and submit a 2:00 minute YouTube video and summary, followed by a group discussion and peer grading. More details for this assignment can be found on our course web site.
5) *Future of Design – YouTube video, summary, discussion and peer grading*

In our second assignment, building upon the legacy of Charles + Ray Eames’ constant exploration of emerging issues, new materials and a breath of visualization, communication and production techniques to address the problems of their age, each student is required to speculate on what the Future of Design will be and look like in 2030. You will explain and show: What is the definition of Design in 2030? Who will be collaborating on future design teams? How are future design thinking and design processes structured? and, what do the new innovative design solutions to our pressing problems in 2030 actually look like? You will create and submit a 2:00 minute YouTube video and summary, followed by a group discussion and peer grading.

**Course policies and grading**

“One could be sure that in the past when a man would rise to the point of producing work of greater quality, it was not through any conscious attempt to excel but rather because he cared about what work he was doing - he was committed to his work. This has become something rare - because being committed means becoming involved and to become involved means giving something of oneself. It is only the rare ones today who seem to care that much. Yet, that quality that makes for excellence - that commitment- is more important to us today on a daily operational basis than perhaps ever before. At least one of the reasons this is true is quite simple. The nature of the problems we face changes even as we work with them. We cannot tell from what disciplines or from what art of preparation for the next step will come. We cannot fall back on the lore of the art because that lore does not exist. There is however, a tradition that is held in common by natural philosophers, explorers, pioneer woodsmen-anyone who is in his daily life has been compelled to face new problems. That is tradition of respect and concern for the properties and the quality of everything in the world around them. To excel in the structuring of a problem we must be committed to a concern for quality in everything in the world around us. We must learn to care deeply.”


Within this course your work will be carefully examined, evaluated and graded. You should not confuse feedback or evaluation with grading. **Feedback** is a process of discussion in which your ideas and observations are themselves modified, corrected, and strengthened. **Evaluation** is a critic of a performance to appraise and mentor a future trajectory of intellectual growth (Mastery). **Grading** on the other hand is an index of a relative standing against a grading standard or norm for a particular peer group. Within this course all feedback, evaluation and grading will be done collectively by both your Group and Professor.

1) **Time management**

Time management is a well-known problem for 87% of college students. Purchase a calendar and use it – put all our course deadlines and your study times on it today. Keep ahead of the deadlines by working on this class for one-hour every day (the rule of thumb is for each 3 credit course = 6 hours a week of homework), rather than waiting until the last minute to complete poor quizzes, weak interview videos, or the last-minute writing of unprepared discussion posts.

2) **Attendance and absence policy**

Your active participation each and every day is mandatory. Be sure to notify your professor via email and phone of any emergencies or other disruptions to your schedule. The only exceptions are: 1) excused absences due to a serious illness under a doctor’s care, hospitalization, a family death/tragedy, or another serious life altering event; 2) excused absences related to religious observances/practices that are in accord with Accommodation for Religious Practices (http://www.asu.edu/aad/manuals/acd/acd304-04.html); or 3) excused absences related to an ASU sanctioned events/activities that are in accord with Missed Classes Due to University-Sanctioned Activities (http://www.asu.edu/aad/manuals/acd/acd304-02.html). After receiving a pdf documenting your event, an excused absence will be granted and you will be allowed to complete the assignment in the same amount of time you were absent.

3) **Technical Support**

Please do not contact your instructor with technical questions. Herberger Online handles all technical questions and issues that may arise in this course. Please contact the support team immediately if you encounter technical issues while completing an assignment and you are unable to resolve the problem and reset your work. The Herberger Online support team is available to assist you 24 hours a day, 365 days a year. You may reach them anytime at:

- holsupport@asu.edu
- 1-888-298-4117 (local) or 480-965-3057 (International)

When contacting support, please provide:

- The full name of this course (APH 461 Charles + Ray Eames)
- The title(s) of any assignment(s) you’re having trouble with
- A brief description of the problem
- Detailed, step-by-step instructions to reproduce the problem
4) **Student Support Services**

**The Writing Center**
A writing tutor can help you develop an outline and clarify talking points for a presentation. You can schedule a 30-minute, in-person appointment for one-on-one writing tutoring. Writing tutoring for walk-ins may be limited and is subject to tutor availability. [https://tutoring.asu.edu/writing-centers](https://tutoring.asu.edu/writing-centers), Tempe | 480-965-4272

**Counseling and Consultation**
ASU Counseling Services offers confidential, personal counseling and crisis services for students experiencing emotional concerns, problems in adjusting, and other factors that affect your ability to achieve your academic and personal goals. [https://eoss.asu.edu/counseling](https://eoss.asu.edu/counseling), Tempe: 480-965-6146 (M-F 8am-5pm), 24-hour crisis hotline: 480-921-1006 (after-hours/weekends)

**Health & Wellness**
ASU Wellness helps students adopt and maintain a healthy lifestyle by providing wellness education, involvement and resources for students. Find strategies to help manage stress, develop healthy sleep and nutritional habits, and more. [https://eoss.asu.edu/wellness](https://eoss.asu.edu/wellness)

**Special accommodations**
To request academic accommodations due to a disability, please contact the ASU Disability Resource Center ([https://eoss.asu.edu/drc](https://eoss.asu.edu/drc)); Phone: (480) 965-1234; TDD: (480) 965-9000). This is a very important step as accommodations may be difficult to make retroactively. If you have a letter from their office indicating that you have a disability which requires academic accommodations, in order to assure that you receive your accommodations in a timely manner, please send this documentation to your professor no later than the end of the first week of the semester so that your needs can be addressed effectively.

5) **Academic integrity**
Please review the ASU Student Code of Conduct and ASU Student Academic Integrity Policy: ([https://provost.asu.edu/academic-integrity/policy](https://provost.asu.edu/academic-integrity/policy)). All necessary and appropriate sanctions will be issued to all parties involved with any violation of both of these policies both in our class. If you are unsure or have any questions, regarding these policies please ask your professor to explain it.

**Disruptive, Threatening, or Violent behavior**
Any Disruptive, Threatening, or Violent behavior is also a violation of the ASU Student Code of Conduct and ASU Student Academic Integrity Policy will not be tolerated. Please review the ASU Disruptive, Threatening, or Violent Behavior Policy ([http://www.asu.edu/aad/manuals/ssm/ssm104-02.html](http://www.asu.edu/aad/manuals/ssm/ssm104-02.html)). All incidents and allegations of violent or threatening conduct by an ASU student (whether on- or off-campus) will be reported to the ASU Police Department and the Office of the Dean of Students. If either office determines that the behavior poses or has posed a serious threat to personal safety or to the welfare of the campus, the student will not be permitted to return to campus or reside in any ASU residence hall until an appropriate threat assessment has been completed and, if necessary, conditions for return are imposed. ASU Police, Office of the Dean of Students, and other appropriate offices will coordinate the assessment in light of the relevant circumstances.

**Expected Classroom behavior**
Cell phones are to be turned off and left in your bags or pockets during class. Texting and answering email on your cell phone, Laptop or iPad is not allowed during our class. Anyone found texting or answer email in class will be asked to leave for that day’s class, and earn a half letter grade step down of their final course grade. Thus, an A will become an A-. The only condition for having your cell phone on during class is if there is an emergent family situation. If you have an emergency family situation, please let the Professor know before the start of class. You will be seated in the back of the classroom with your cell phone turned to mute, but on your desk, to answer in case of an emergency. No image, voice or video recording of our website, lectures or discussions is allowed.

**Plagiarism**
Plagiarism is a violation of the Student Code of Conduct and ASU Student Academic Integrity Policy will not be tolerated. Please review ([https://provost.asu.edu/academic-integrity](https://provost.asu.edu/academic-integrity)). Plagiarism is the act of using images, designs, words and the ideas of others as if they are your own. By citing sources correctly, you give credit to the originator of the words and ideas you are using, you give your readers the information they need to consult those sources directly, and build their own credibility. Young college students sometime get into trouble because they mistakenly assume that plagiarizing and masking up is ok, it is not. Please note this includes, uploading onto any course shell, discussion board, course forum, or course website, images, video, music and/or text materials that are not the student's original work. ASU and its faculty members reserve the right to delete materials on the grounds of suspected copyright infringement. Be sure all your work complies with all applicable copyright laws. If you have any doubts, ask your professor.
**Required Email Communication**
In this class, you are required to use only your asu.edu email for all communications. It is essential that you check your asu.edu email every day for any announcements and updates. Also, on our class website under the group tab, you will find an email link, which will allow you to contact your fellow group members to prepare for your group discussions and peer grading.

**Netiquette - online etiquette**
Also, known as Netiquette, is set of rules that defines “good” online behavior and is something to keep in mind during all your online course interactions. Writing may be the only means of communication you have with classmates and instructors, so it is especially important to do this effectively. Please review the ASU Computer, Internet, and Electronic Communications Policy (http://www.asu.edu/aad/manuals/acd/acd125.html) and follow the guidelines below to leave your mark as a knowledgeable, respectful and polite student who is also positioned to succeed both academically and professionally.

**Be Scholarly**
- **Do:** Use proper language, grammar, and spelling. Be explanatory. Justify your opinions. Credit the ideas of others; cite and link to scholarly resources.
- **Avoid:** Misinforming others when you may not know the answer. If you are guessing about something, clearly state that you do not have all of the information.

**Be Respectful**
- **Do:** Respect privacy. Respect diversity and opinions that differ from your own. Communicate tactfully, and base disagreements on scholarly ideas or research evidence.
- **Avoid:** Sharing another person’s professional or personal information.

**Be Professional**
- **Do:** Represent yourself well at all times. Be truthful, accurate, and run a final spell check. Write in a legible, black font, and limit the use of emoticons.
- **Avoid:** Using profanity or participating in hostile interactions (flaming).

**Be Polite**
- **Do:** Address others by name or appropriate title, and be mindful of your tone. Be polite as you would in a face-to-face situation.
- **Avoid:** Using sarcasm, being rude, or writing in all capital letters (shouting). Written words can be easily misinterpreted, as they lack facial expression, body language, and tone of voice.

**Harassment (Title IX)**
Title IX is a federal law that provides that no person be excluded on the basis of sex from participation in, be denied benefits of, or be subjected to discrimination under any education program or activity. Both Title IX and university policy make clear that sexual violence and harassment based on sex is prohibited. An individual who believes they have been subjected to sexual violence or harassed on the basis of sex can seek support, including counseling and academic support, from the university. If you or someone you know has been harassed on the basis of sex or sexually assaulted, you can find information and resources at https://sexualviolenceprevention.asu.edu/faqs. As a mandated reporter, I am obligated to report any information I become aware of regarding alleged acts of sexual discrimination, including sexual violence and dating violence. ASU Counseling Services, https://eoss.asu.edu/counseling, is available if you wish discuss any concerns confidentially and privately.

6) **Grade breakdown**

<table>
<thead>
<tr>
<th>Grade</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>A+</td>
<td>97% and above</td>
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<tr>
<td>A</td>
<td>94-96.99 %</td>
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<tr>
<td>B</td>
<td>84-86.99 %</td>
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<tr>
<td>C</td>
<td>70-73.99 %</td>
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Important notes
- Remember late work is never accepted and no extra credit will be given for missing assignments.
- To insure equity and fairness for every student, we do not round up or down the final cumulative percentage you earn.

7) **Course drop or withdrawal**
If you wish to drop or withdraw from this course, it is your responsibility to do so by the deadlines. You need to drop before 12 March, and withdrawal before 29 March. See https://students.asu.edu/academic-calendar to confirm these dates and requirements. Any course registration changes are processed through My ASU: http://my.asu.edu.

**Textbook**
Demetrios, Eames An Eames Primer (New York: Universe, 2001)
Readings

Week 1

great practice: the worlds of Charles and Ray Eames

Cohn, Jason  
*Eames: the architect and the painter* (NY: WNET American Masters 2011) film 84 min.

Demetrios, Eames  

Caplan, Ralph  

awakening consciousness

Richards, M.C.  

Mau, Bruce  

Week 2

Charles (1907-1978) and Ray (1912-1988)

?  
*NBC Today show interview with Charles and Ray Eames* 1956 (film 15 min).

Eames, Charles  

Eames, Ray  

Demetrios, Eames  

Demetrios, Eames  

Demetrios, Eames  

Demetrios, Eames  

goods + things

Eames, Charles & Ray  

Eames, Charles & Ray  
*Blacktop* (Venice: Office of Charles & Ray Eames, 1952) film 10 min 47 sec.

Eames, Charles & Ray  

Eames, Charles  

Demetrios, Eames  

work + play - the Eames design process

Eames, Charles & Ray  

Eames, Charles  

Demetrios, Eames  

Demetrios, Eames  

Week 3

901 – the Eames office

Demetrios, Eames  
*901: After 45 Years of working* (Santa Monica: Pyramid, 1989) film 28 min.

Demetrios, Eames  

Demetrios, Eames  

Demetrios, Eames  
“If the Office were an Island” *An Eames Primer* (New York: Universe, 2001) pp. 215-225.

photography + slide shows

Eames, Charles & Ray  

Eames, Charles & Ray  
*SX 70* (Venice: Office of Charles & Ray Eames, 1972) film 10 min 47 sec.

Eames, Charles & Ray  
*Two Baroque Churches in Germany* (Venice: Office of Charles & Ray Eames, 1955) film 11 min.

Eames, Charles  

Demetrios, Eames  

Demetrios, Eames  
Week 4

**furniture + experiments**

Eames, Charles & Ray  

Eames, Charles & Ray  

Hartman, Carla  

Demetrios, Eames  

Demetrios, Eames  

**house + home**

Eames, Charles & Ray  

Eames, Charles & Ray  

Demetrios, Eames  

Demetrios, Eames  

**toys + games**

Eames, Charles & Ray  

Eames, Charles & Ray  

Hartman, Carla  

Demetrios, Eames  

Week 5

**films + communication**

Eames, Charles & Ray  

Eames, Charles & Ray  
_Parade_ (Venice: Office of Charles & Ray Eames, 1952) film 6 min.

Eames, Charles & Ray  
_Blackships_ (Venice: Office of Charles & Ray Eames, 1970) film 7 min 40 sec.

Eames, Charles & Ray  

Demetrios, Eames  

Demetrios, Eames  

Demetrios, Eames  

**reflections**

Underwood, Max  

Week 6

**exhibits + spaces**

Eames, Charles & Ray  

Eames, Charles & Ray  

Eames, Charles & Ray  
_Mathematica Peep shows_ (Venice: Office of Charles & Ray Eames, 1961) film 2 min each.

Eames, Charles & Ray  
TextUtils and Ornamental Arts of India (Venice: Office of Charles & Ray Eames, 1955) film 11 min.

Atwood, Byron  

Demetrios, Eames  

**graphics + textiles**

Eames, Charles & Ray  
_IBM at the Fair_ (Venice: Office of Charles & Ray Eames, 1965) film 7 min 30 sec.

Eames, Charles & Ray  
_The House of Science_ (Venice: Office of Charles & Ray Eames, 1964) film 14 min.

Eames, Charles & Ray  

Demetrios, Llisa  

Eames, Charles  
## Week 7

### Eames legacy
- **Eames, Charles & Ray**  
  *Clown Face*  
- **Eames, Lucia**  
  “Remembering”  
  *Eames: Beautiful Details*  
- **Demetrios, Eames**  
  “Ten years apart”  
  *An Eames Primer*  

### next
- **Goetz, Thomas**  
  “How to Spot the Future: 7 Rules for Identifying the Trends, Technologies, and Ideas that will Change the World”  
- **Isaacson, Walter**  
  “Design Principles: The Studio of Jobs and Ive”  
  *Steve Jobs*  
- **Parker, Ian**  
  “The Shape of Things to Come: How an Industrial Designer Became Apple’s Greatest Product”  
  *The New Yorker*  
  February 23 - March 2, 2015, pp. 120-139.
- **Thomke, Stefan**  
  “Organizing for Rapid Iteration”  
  *Experimentation Matters*  
### Session B 11 March – 26 April

<table>
<thead>
<tr>
<th>Week</th>
<th>Event</th>
<th>Details</th>
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<tbody>
<tr>
<td><strong>Week 1</strong></td>
<td>watch lecture 1</td>
<td>Great Practice</td>
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<td></td>
<td>watch lecture 2</td>
<td>Awakening Consciousness</td>
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<td></td>
<td>complete readings</td>
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<td></td>
<td>complete quiz 1 + 2</td>
<td>before Sunday 17 March</td>
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<tr>
<td><strong>Week 2</strong></td>
<td>watch lecture 3</td>
<td>Charles + Ray</td>
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<td>watch lecture 4</td>
<td>Goods + Things</td>
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<td>watch lecture 5</td>
<td>Work + Play - the Eames design process</td>
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<td></td>
<td>complete readings</td>
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<td></td>
<td>complete quiz 3, 4 + 5</td>
<td>before Sunday 24 March</td>
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| **Week 3** | DUE W 27 Mar | SUBMIT online - Contemporary Designer interview  
| | | post your YouTube hyperlink and summary before 23:59 PM |
| | DUE Th 28 Mar | GROUP DISCUSSION online - Contemporary Designer interview  
| | | participate in your GROUP ON-LINE DISCUSSION ALL DAY |
| | DUE F 29 Mar | PEER GRADING online - Contemporary Designer interview  
<p>| | | post your grades for your group member’s work before 23:59 PM |
| | watch lecture 6 | 901 – the Eames office |
| | watch lecture 7 | Photography + slide shows |
| | complete readings |  |
| | complete quiz 6 + 7 | before Sunday 31 March |
| <strong>Week 4</strong> | watch lecture 8 | Furniture + experiments |
| | watch lecture 9 | House + Home |
| | watch lecture 10 | Toys + Games |
| | complete readings |  |
| | complete quiz 8, 9 + 10 | before Sunday 7 April |
| <strong>Week 5</strong> | watch lecture 11 | Film + Communication |
| | watch lecture 12 | Reflections |
| | complete readings |  |
| | complete quiz 11 + 12 | before Sunday 14 April |</p>
<table>
<thead>
<tr>
<th>Week 6</th>
<th>DUE W 17 Apr</th>
<th>SUBMIT online – Future of Design</th>
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<tr>
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<td>DUE F 19 Apr</td>
<td>PEER GRADING online - Future of Design</td>
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<td>post your grades for your group member’s work before 23:59 PM</td>
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<tr>
<td></td>
<td>watch lecture 13</td>
<td>Exhibits + spaces</td>
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<tr>
<td></td>
<td>watch lecture 14</td>
<td>Graphics + Textiles</td>
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<td>complete readings</td>
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<td>complete quiz 13 + 14 before Sunday 21 April</td>
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| Week 7 | watch lecture 15 | Eames Legacy |
|        | watch lecture 16 | Next |
|        | complete readings | |
|        | complete quiz 15 before Friday 26 April, last day of class |

|        | complete your online course evaluation before Friday 26 April, last day of class |

“Do stuff. Be clenched, curious. Not waiting for inspiration’s shove or society’s kiss on your forehead . . . . Pay attention! It's all about paying attention. It's all about taking in as much of what's out there as you can, and not letting the excuses and the dreariness of obligations narrow our lives. Attention is vitality. It connects you with others. It makes you eager. Stay eager.”