



CONNECTION

THE ARCHITECTURE AND DESIGN JOURNAL OF THE YOUNG ARCHITECTS FORUM

This issue focuses on the topic of
LEADERSHIP

Featuring architects, designers and emerging professionals who have made an impact on the profession in their career in leadership roles. We will explore how their service has helped them succeed and where their career has taken them.

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RETROSPECTIVE

CONNECTION

THE ARCHITECTURE AND DESIGN JOURNAL OF **THE YOUNG ARCHITECTS FORUM**

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Image courtesy of MiroRivera

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**QUICK
CONNECT**



Dare to Lead.



#yafchat



architecture + angst

February 2015
VOL 13 ISSUE 01

RETROSPECTIVE

LEADERSHIP DEVELOPMENT

AN INVESTMENT VEHICLE

Welcome to my first issue as the Communications Director of the National YAF Advisory Committee. I look forward to dedicating these pages to thoughts on the profession and topics relevant to young architects and emerging professionals.

Over the next two years, I hope to challenge my peers to continue to raise the bar we have set for ourselves at the Advisory Committee level. Please feel free to reach out to me directly if you have comments, questions or contributions during the course of my term.

American architecture firms are suffering from a disinvestment in leadership development. It's not because they don't want to, nor is it entirely their fault. I chalk it up to not having the financial capital to part with. This is because many firms operate as a small business, defined by the US Small Business Administration (SBA) as gross revenue of \$7.5 million or less per the appropriate category¹. But don't just take the government's word for it. Take a look around your office. If you work in a characteristic architectural office, chances are you'll have less than eight colleagues². By anyone's definition, that feels pretty small. However it shouldn't hinder a firm from seeking out alternative opportunities to develop leaders, because human capital has traditionally been one of the best investments a company can make.

Operating as a small business does come with perks, many of which are a good base for leadership. Samples of situations include increased responsibility, forced efficiency, and an accelerated experience curve. They are intangible skills that will serve both the employee's growth and employer's bottom line. This hands-on approach is also a great way to expose employees to key aspects of the business in a compressed time frame, but it should not be the only method of engagement. Because being productive and efficient doesn't always equate to staying relevant. Understanding how to stay competitive starts with strong leadership and being exposed to theoretical and practical solutions. Multiple perspectives help further broaden an employee's knowledge base and underscores the act of engaging outside of work. My proposed solution is that career experience should be supplemented with a structured development regimen or volunteer leadership that exposes an employee to a different set of conditions.

The structured program is valuable to architects and designers because most don't get formal training as part of their education. Leadership development is not a core competency of a design curriculum and is often overlooked in favor of technical skills. Such technical skills, of which design falls into, is heralded first and foremost at university and computer literacy, another technical skill, is a top requirement for interns. Think about how often the recent graduate's (or even mid-career professional) first round of

interviews start with "Do you know AutoCAD or Revit or [insert program here]?" The best firms may look for a well-rounded candidate, but the more prevalent small firm, who is focused on production staff, can overlook the long-term potential of a new hire.

If a formal, for-profit program is out of reach financially or geographically, architects may be able to seize alternative opportunities. The AIA is a great example of an organization that can offer that opportunity. A breadth of committees exists on the local, regional, and national levels that are in persistent need of both active volunteers and leaders. Each committee may have needs such as fundraising, communications or programming efforts that are great exercises to hone soft skills. In addition to leadership positions, there are a number of standout programs that are sponsored, in part, by the Institute. The Christopher Kelley Leadership Development Program, The Vision Leadership Program, and The Leadership Institute, out of AIA DC, AIA Cincinnati and AIA Illinois respectively, are best practice examples from across the country. All of these programs are a series of highly structured events that expose participants to different situations, provide case studies for discussion and engage senior leaders in either panel discussions or intimate roundtable talks. However, the AIA is just one available resource that allows architects to impact the profession and gain valuable leadership training. Most communities have some form of volunteer leadership that runs the gamut from public service to non-profits and neighborhood associations to zoning boards. Many find that service to the public or society at large is not only rewarding, but is a very specific skill that can't be gained in any other situation.

In either case, structured program or volunteer leadership, I believe the responsibility falls on both the employer and employee. The employee who desires to lead should have a natural inclination to seek out opportunities, provided they have the passion and the ability to balance the commitments. The employer is also responsible, especially if they cannot directly finance a structured program. Sometimes it's as simple as an invitation, but employers can also incentivize action. If a firm values certain initiatives, it would behoove them to use them as carrots for promotion. If a path is clearly defined, supervised and agreed upon, both parties stand to benefit.

■ **According to the 2012 AIA Survey Report on Firm Characteristics, 81% of all firms are 9 employees or less. By anyone's definition of a small business, that feels pretty small.**

Committing time and financial resources from tight schedules and budgets can be a hard sell. Firm leadership needs to carefully weigh the risk in investing (even in people), but nudging employees to seek out opportunities is free. By sharing this responsibility and engaging in one or more of the examples listed, firms and their employees can strike a balance between the technical skills necessary to perform at a high level and the leadership skills to sustain future success. ■

¹ Data taken from the SBA's summary of sectors website

² Per the 2012 AIA Survey Report on Firm Characteristics, 63% of all firms surveyed are 4 employees or less and 81% are 9 employees or less

Jeff Pastva, AIA

Jeff is the 2015-2016 Communications Director of the Young Architects National Advisory Committee of the AIA, the Editor-in-Chief of YAF CONNECTION and a Project Architect with JDavis in Philadelphia.



YAF AT AIA GRASSROOTS 2015

Developing Leaders: Effective Component Leadership Programs

Hear from three components that have developed robust leadership programs to help emerging leaders gain skills and introduce them to topics relevant to architects as business and community leaders. AIA Baltimore CivicLAB addresses civic leadership at various career stages through a curriculum that includes civic lobbying, economic benefits, sustainability and excellence in urban design and smart growth development. AIA Kansas City Pillars Leadership Program is designed to prepare a representative cross section of the chapter's emerging leaders for their role in shaping the future of both the architectural profession and the greater Kansas City metropolitan area. AIA Portland architects PATH introduces emerging architects licensed less than ten years to key regional networks of experienced mentors, community leaders and influential peers within allied professions. Come prepared to participate in an interactive and engaging discussion on developing the next generation of leaders.

Brian Blazejak, AIA, Alumni,
AIA Baltimore CivicLAB

Chris Parts, AIA, LEED AP,
Coordinator, AIA Baltimore CivicLAB

Dave Otte, AIA,
President, AIA Portland

Tiffany Shepherd, CAE,
Deputy Director, AIA Kansas City

Moderated by Nicole Martineau, AIA, LEED AP BD+C,
Knowledge Director, AIA National Young Architects Forum

21ST CENTURY LEADERS

HOW IS THE FUTURE OF WORK INFLUENCING YOUNG ARCHITECTS?

Over the last year I've been on a journey of self-discovery to better understand who I am. I wanted to find out what's important to me, where my passion and purpose lie and how I bring value to my work, my firm and my profession. I also sought how to be a more effective leader, how to better communicate with others, and how I could achieve a work/life balance. And I'm not finished --- not by a long shot.

This year I want to include YOU in my journey. I want to understand How the Young Architects Forum (YAF) can bring VALUE to Young Architects? This question is the heart of why the YAF exists. For the YAF to remain relevant, to be the voice and the advocate for young architects, I (and the YAF) need to know what YOU need to be the leaders in a 21st century world. So let's jump right in and start with understanding why and how the workplace is changing and what kinds of skills 21st century leaders need to acquire.

There are two major contributing factors to why the workplace is changing. For the first time four generations are working together and the youngest generation, the Millennials, is the driving force behind the changing workplace. They are blurring the lines between work, life, and play. The second is the Great Recession, which has led our profession to a new normal, and arguably some mistrust of what's currently a very strong working climate for our profession. Both of these factors speak to change. Going forward, change is the one constant we will be able to count on. And change will be occurring more often, with each passing year, if not month, week, or even day.

What Millennials want most in their lives is balance and respect. They want to balance and integrate their passion with their purpose. They want to be part of a team working towards a common goal and outcome. They want to connect with people and build relationships, working collaboratively with bosses and peers alike — learning, engaging and exchanging ideas. Most of all, they want to be mutually respected from day one.

The Great Recession's new normal encompasses a paradigm shift of agility and employment security. It requires a workforce that is nimble and flexible. For the last several years each of us has learned to do more with less. Now is the time to rethink our work structure, adjust how we get work done, and reorient ourselves in how we perceive the behavior of people. In an agile workplace,

the shift will be made from a top-down structure (a commander in chief and management developing processes for all to follow) to lateral sharing (a workplace with fewer rules and management that encourages innovation, curiosity and an entrepreneurial spirit devoted to the betterment of our projects and firms).

In light of those changes, it's time to focus on employment security rather than job security. Employment security is where both the emerging professional and their firm have a shared responsibility to maintain employable skills. The skills gained and acquired must be transferable to allow for growth and mobility, enable multi-tasking and allow for both global and local applications. Employment security is much more difficult to achieve than job security. Some employers will have understandable fears about arming employees who could potentially leave after so much investment. But generationally speaking, emerging professionals have expressed, if not demonstrated, the desire to stay with the firm that truly invests in them. Perhaps we can help naysayers become believers too.

With that in mind, I am seeking the types of programs that YAF and AIA components need to offer young architects in order to acquire much needed skills to remain employable. Join me in a year-long discussion and exploration about how the YAF can better assist young architects in positioning to be leaders in a 21st century world --- how YAF brings VALUE to young architects. Join the conversation at @AIAAYAF and @brannin.

I'm looking forward to hearing from each of you through-out the year.

Virginia

Virginia E. Marquardt, AIA

AIA National Young Architects Forum
2015 Chair, YAF Advisory Committee



Virginia Marquardt, AIA

is a senior associate at DLR Group's Santa Monica, CA office. She has 16 years of experience leading educational, justice, and municipality teams as a project manager and architect. She is the 2015 Chair of the Young Architects Forum National Advisory Committee of the AIA.

NATIONAL ASSOCIATES COMMITTEE

LEADERSHIP PROFILE

Recently licensed, Joseph P. Lai, AIA, is starting his term as the 2015 National Associates Committee (NAC) Chair. Joseph's experience and his guidance as a leader will steer the National Associates Committee towards an alignment with the YAF that will set a precedent within the AIA.

Joseph was born in Taiwan, grew up in the Midwest, attended high school in Chicago, went to college in New Orleans and now lives in the Washington D.C. area. He is very talented and developed his creative and artistic side by playing the piano and violin when he was a child. Moving around allowed him to see a variety of architecture. In Madison, Wisconsin, he lived very close to a church by Frank Lloyd Wright. He remembers taking a tour of it and being amazed by the spaces. In Chicago, he lived in a building designed by Mies Van Der Rohe on the IIT campus and spent a lot of time in the McCormick Tribune Campus Center by Rem Koolhaas.

Before being elected as the NAC Chair, he served two years as Mid-Atlantic Regional Associate Director, was the 2014 Secretary for AIA-PV (Potomac Valley) and founded the AIA-PV EP Committee. In 2014 he attended the AIA delegation in Durban serving as Coordinator to help establish a new Young Architects Committee for the UIA (The International Union of Architects).

Joseph has specific goals that he wants to accomplish with the NAC: advocating for the value of licensure, engaging and mentoring recent graduates to become Associate members, and addressing the titling issue.

Through Joseph's leadership, the NAC will lend their support to the various initiatives that are already happening within the AIA and the YAF. The Associates of the NAC have a lot to offer these efforts, including enthusiasm and unique perspectives/skills to push these initiatives forward.

"Very simply, the NAC is the voice of the Associates within the Institute. Our role is to provide the leaders of the AIA with our ideas and energy, and work with everyone to continually improve our profession. Everybody on the NAC is also a leader in their own right; the directors are in charge of different task forces focused on individual issues that the committee decides are important. The RAD's are leaders of their regions, acting as the conduit between the associates in their local chapters with the rest of the institute"

- Joseph P. Lai, AIA

Additionally, the NAC will focus on mentorship and licensure, which in his opinion are the two most important things for the majority of Associates. The National Associates Committee will continue to represent and support the alternative career path Associate members, as they are more important now than ever.

According to Joseph, the biggest issue for Associates is licensure: the process of getting licensed, why it's relevant, and how it continues to evolve within the profession. It's taking longer for Associates to be licensed and more and more people are choosing not to get licensed at all.

"For emerging professionals as a whole, including the YAF, we're the future leaders, which mean our biggest issue is really ensuring the future prosperity of architects and architecture, as well as our own."

Joseph understands that the YAF has similar initiatives as the NAC and is working towards aligning overlapping goals. For example, both the YAF and NAC are interested in mentorship and career advancement, but in a different ways because of the stage of their careers. The two groups together represent Emerging Professionals, and it makes perfect sense for the two to work closely together. Specifically, through the efforts of past leadership, both the YAF and NAC jointly host their annual and transition meetings, which have been incredibly successful.

"I think that EP's will always be the catalyst for change and action within the profession and the AIA. We represent the energy to get things done, and the vision and ambition that has yet to be spoiled by cynicism. At the same time, we need to recognize that we also have a lot to learn and to gain from the "emerged professionals," and not always view them as obstacles, but rather as mentors and facilitators for our vision of the future of the profession"



Jason Peist, Assoc. AIA
was the 2013-2014 Regional Associate Director for NJ and is a project manager at T.M. Rybak and Associates in Rutherford, NJ.

headlined

MULTIGENERATIONAL HOME DESIGN ON THE RISE

by Beth Mosenthal

“Homeowners want to ensure that their homes can support the needs of aging parents who may be staying for an extended period of time and other visitors with accessibility needs.”

- AIA Chief Economist, Kermit Baker, PhD, Hon. AIA

As the boomer generation begins to retire and millennials begin to settle, interesting trends in home design are taking place as housing recovery continues. According to a recent press release by the AIA, homeowners are currently “seeking flexibility to accommodate multiple generations.”

This is highly apparent in the American Institute of Architect’s “Home Design Trends Survey” (conducted with a panel of over 500 architecture firms with a concentration in residential architecture).

Focusing on emerging home features such as systems, technologies, and function rooms in the home, the recent survey indicated increases in dedicated guest rooms, the accommodation of multiple generations, and accessible features such as ramps/elevators and on-grade entries.

“As many households become caretakers for aging relatives, separate living suites have become popular options for accommodations,” reports AIA Chief Economist, Kermit Baker, PhD, Hon. AIA.

observed

THE EYE OF AN ARCHITECTURAL PHOTOGRAPHER...

“The image above is truly representative of what inspires me. While shooting in Singapore I noticed this underpass. It reminded me how beautiful, mundane, and seemingly quotidian structures can be. Personally, throughout my travels I’ve found that the most promising sources of inspiration have been merely walking around in a new city and not knowing what to expect. The underpass in the photo above reflects my obsession with symmetry and pointedly demonstrates my love of photographing formations that are larger than life. To me, little is more enjoyable than capturing an overwhelming physical entity. This is especially true when these entities look almost other-worldly, and the way light hits such objects.”

- Connie Zhou is a photographer based in NYC, with a focus in architecture and interiors



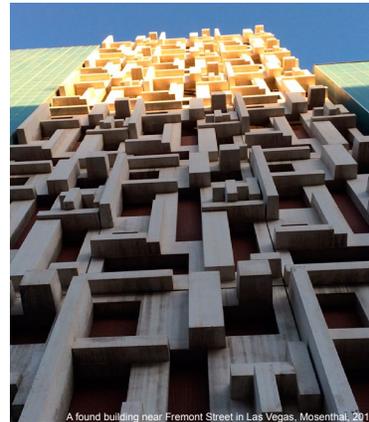
“Singapore” by Connie Zhou

experienced

A TALE OF TWO CITIES PART II:

An account of 2 Western weekend trips, and 2 subsequently very different experiences... by Beth Mosenthal

As a transplant to Colorado via Upstate New York, two recent trips in America’s “Wild West” have felt both epic and enigmatic to me. The first trip was covered in the 12.06 issue of Connection and described a visit to the artistic and architectural mecca, Marfa, Texas. This report covers a trip to a place that Robert Venturi and Denise Scott Brown drew much inspiration from: Las Vegas. Here are my general impressions and recommendations for visiting the city of excessive... everything.



A found building near Fremont Street in Las Vegas. Mosenthal, 2014

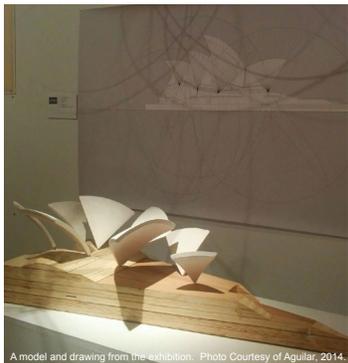
Las Vegas is as loud as Marfa is quiet.

“Restraint” is an adjective with little use or meaning in Las Vegas.

As a first-time visitor and Vegas skeptic, I decided to embrace my inner-tourist and walk the strip, stopping into just about every and any casino to be reminded of what immersive, thematic design felt like.

To my surprise I was not deterred or overwhelmed by the opulence and kitsch, but rather happy to embrace unapologetic design, appropriate within a highly specific context and projected experience.

Highlights for me included a visit to Fremont Street to visit the old strip, as well as a happy accident of visiting Vegas’s “Container Park.” A new development at the termination of Fremont Street, the Container Park boasts a shopping center comprised of stacked shipping containers and an inner-courtyard park, serving as both public amenity and community resource.



DRAWING FROM THE ARCHIVE: ANALYSIS AS DESIGN AT THE COOPER UNION

An exhibition review by Allen Aguilar

From its beginnings as a distinct professional degree program launched in the 1960s, analysis of the built form has served as the core of the School of Architecture's pedagogy at The Cooper Union. These analytical studies allow students to deconstruct buildings into their constituent elements and examine the nature of a particular structure to understand its essential features and how they join to form the whole.

While analysis plays an important role throughout their design trajectories, students dive deeply into an Analysis exercise during their third year; an extended assignment challenging students to closely examine an existing or historic building and analyze components such as site integration, systems, and building envelope. Positioned at the midpoint of one's schooling at Cooper, "the Analysis exercise can be seen as a hinge or pivot in the design curriculum, articulating the connection between Architectonics and the focused exercises of second year, and the ever widening scope and scale of landscape, urban problems, and Thesis in the fourth and fifth years," says Professor Stephen Rustow. "Thus, the position of Analysis in the curriculum is, in every sense, pivotal in the Cooper education."

On view at The Cooper Union's Houghton Gallery, *Drawing from the Archive: Analysis as Design* showcases projects from the Analysis exercise within the last five decades. The analytic studies are featured by type (Places of Spirit, Homes, and Culture and Governance) and depict architecture spanning over 700 years. Notable projects whose physical representations were not stored in the School of Architecture's Archive are featured on a photographic timeline at the beginning of the exhibit covering the spectrum of the School's Analysis exercises since the Archive's opening in the late 1960s.

The studies, mostly models and drawings, exquisitely break down their respective architectural elements into basic geometric shapes, illustrating a fastidious interpretation of a stunning range of buildings. Among the iconic structures spotlighted are Ricardo Escutia's 2008 analysis of the Sydney Opera House and Paul Deppe's 1995 study of Einstein Tower in Potsdam, Germany. Deppe's towering model and corresponding elevation highlight the ping-ponging trajectory of light as it travels among a series of carefully placed mirrors. The exhibit's bellwether is Daumants Grants' 1968 close reading of Frank Lloyd Wright's Guggenheim Museum in New York City which considers the structure's circular path of travel and reimagines it as an unraveled linear ascent. Some lesser-known yet equally brilliant buildings featured include Seung-Hyun Kang's 2005 examination of Enric Miralles' Archery Pavilion in Barcelona, a series of scattered cylinders on a single plane connected by serpentine paths; and my favorite of the exhibit, a 1997 study conducted by Michaela Fruwirth, Alexander Gil, Jesse Hammer, Hyun Lim, and Sheila Mostofi of Donato Bramante's Tempietto di San Pietro in Montorio Italy. The resonant studies--a dissected model and various examinations of the site's multitude of geometric patterns--mirror, almost exactly, my first assignment in architecture school: to expose the basic geometries of a Louis Sullivan plate.

Rarely does the general public have the opportunity to observe the design process of any particular building. And while developers, architects, and other stakeholders often lead the public through various stages of the design and approval process for high-profile buildings and sites such as One World Trade Center or Hudson Yards, such marquee presentations don't necessarily expose the structural or philosophical underpinnings of the finished renderings, much less the completed structure. With *Drawing from the Archive: Analysis as Design* visitors of varying exposure to architectural education are given an in-depth look at the inventive approaches to deconstructing structures and how the analysis of the built environment informs the design and construction of architecture today and the future.



Kurt Neiswender, AIA, LEED AP, is a Project Architect at Sedgewick & Ferweda Architects in Flint, Michigan. Kurt holds the position of 2015-2016 AIA Young Architect Regional Director - Michigan and 2014-2015 AIA Flint Chapter Director.

What organizations are you involved in as an emerging professional?

In addition to beginning my second term as Young Architect Regional Director for Michigan. I am currently an AIA Flint Chapter Director, I am on a work group for the City of Flint Imagine Flint Masterplan Implementation Task Group for Open Space and Parks, I am on the NCARB ARE 5.0 Development Committee, I am a member of the AIA National Resolutions Committee.

I am an adjunct faculty member of the University of Michigan-Flint Earth and Resource Science Department. I am a committee member at UM-Flint Impact Circle for the new City Masterplan previously mentioned. Recently I joined the steering committee for South Parks Neighborhood Association for the redevelopment of Brennan Park, where I am also providing pro bono design services for the 15 acre park's site design, urban design, and pavilion design.

Not only are you involved in the AIA, but you also serve as a faculty member at UM Flint. What value have you found in being able to share your professional expertise with students? Are there any lessons you learn from the students as well?

As adjunct faculty at UM Flint in the Earth and Resource Science Department I get to teach a variety of courses that are relevant to the built environment, but since UM Flint does not have a formal architecture department, I am finding that with my background in architecture and design that the students and fellow faculty appreciate having a practicing architect as part of the department. The Earth and Resource Science Department does have a minor in Regional Planning and I am surrounded by colleagues that are Life Cycle Assessment and sustainability experts, GIS and mapping experts, and there is also a full time professor with a PhD from Ohio State University Urban Planning. With this kind of network UM Flint has an incredibly unique offering to our students who are part of an urban campus in a post-industrial city that is rapidly improving and growing with opportunities.

What are some of the important issues that Young Architects face in today's industry?

Young architects face a shifting working landscape.

I am beginning to see trends that many of my classmates are part of that take our architecture education and use the skills we learned to practice in a variety of capacities that do not necessarily result in buildings. Architecture and urban design are blurring to become a much more socially conscious field where the human is more important than the building they occupy. I feel that young architects will need to decide how they want to practice. With the abundance of blogs and websites that glorify a small set of architect virtuosos, young architects can get star struck into believing that in order to be a great architect that they need to be a "starchitect". Architecture has the greatest potential to be the practice with the most social responsibility, but in trade the resulting building may not appear to be the next Guggenheim. However, the spaces created are extremely beneficial to a great many more end users.

in the community | **UNCUT****ARCHITECTURE
THROUGH THE EYES OF
CHILDREN**

*"We make a living by what we get,
but we make a life by what we give."
-Winston Churchill*

by Michael LaValley, Assoc. AIA, LEED® AP BD+C

**There are few things in life as rewarding as
teaching a child to dream.**

In Fall 2013, the Buffalo Architecture Foundation in conjunction with the Buffalo Public School District, launched the third iteration of their biannual program, Architecture + Education. Arch+Ed brings volunteer architects into the classrooms of inner-city Buffalo, NY schools for the betterment of hundreds of young children. The effort provides an irreplaceable way of engaging students about the built environment and man-made spaces they inhabit each day. Over ten weeks, program volunteers provide architectural instruction to a given class as a way to improve their academic success. Like music or art, architecture is treated as a vehicle for creative exploration and intellectual development.

The architecture professional teams with a Public School teacher and develops a specialized set of modules that approach architecture through the lens of a New York State mandated curriculum. All subjects are eligible including mathematics, social studies, and the sciences to name a few. Architecture and the topic selected become blended into a singular, unique program to help the students comprehend more about both.

I was personally recruited to assist the fourth graders of Mrs. Danielle Popovich's class at Buffalo Public School #53. In their fourth grade year, students are required to pass a NYS science exam. As such, Danielle and I decided to focus the Arch+Ed efforts on a topic that would provide the greatest benefit to their studies: outer space. We commenced on our travels to the surface of the Moon.

In the first several classes, we dedicated time to the fundamentals of architecture, including interactive lessons on space, scale, proportion, color, shape, light and surface. Each class focused on one of these subjects specifically through a brief lecture and in-class project, culminating in a mini 'show and tell' of what the students had made for the rest of the class. The children were captivated by the ways an architect could create new worlds simply by dreaming them into existence through design.

Midway through the program, we launched the students on a journey into their final project aptly titled, *Life on the Moon*. Their eyes lit up and I could hear them gasp with excitement when we first revealed their final project was to design a house on the moon's surface. We soon incorporated lessons that investigated the scientific composition of the Moon, the ways in which one might inhabit the surface, and how one might design a house there. Each student was given a wood base, 'Moon' clay, and a kit of parts including laser cut walls, windows, doors, and other architectural assets. The students glued, painted, colored, cut, and assembled their houses according to what they learned in weeks prior. Every model was distinctive; each home a special representation of its architect.

The program culminated in a gallery exhibition where the approximately twenty teams showcased a final project from their respective classes. The gallery opening itself was a great success in large part to the outstanding efforts of the students. Their ready engagement in the subject matter and willingness to participate in unfamiliar topics led to a neighborhood of colorful, well-designed, clever moon houses that impressed both their fellow classmates and proud, albeit momentary architectural teacher. ■



**Michael LaValley, Assoc.
AIA, LEED® AP BD+C**

Michael is a Project Manager at Chaintreuil | Jensen | Stark Architects in Buffalo, NY. He is the recipient of the 2014 AIA New York State Associate Award and 2013 AIA New York State ARE Scholarship for exemplary community and professional service. He is currently the 2015 Secretary for the AIA Buffalo/Western New York Chapter Board of Directors and Co-Founder/Chair for AIA Buffalo Emerging Professionals.



EXPLORING SCALE - Students use cardstock paper to form fantastic spaces for their scale figures. Image courtesy of LaValley, 2014.

Like music or art, architecture is treated as a vehicle for creative exploration and intellectual development.

- Michael LaValley, Assoc. AIA, LEED AP BD+C



MOON HOUSE BASES- Students proudly fashioned whimsical Moon surfaces for their final projects. Image courtesy of LaValley, 2014.

AIA's Young Architects Forum

YAF's official website

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LEADERSHIP RETROSPECTIVE

CONVERSATIONS WITH THE '05 & '06 CLASSES OF THE YOUNG ARCHITECT AWARD

*In the spirit of this issue's theme, **Retrospective**, we revisited those who were awarded the Young Architect award +/- a decade ago.*

Connection Editor-in-Chief, Jeff Pastva and his editorial committee, collected a series of interviews from members of the following two classes. Excerpts from each is presented in the following pages in both anecdotal and quote format.

2005

MA

F. MICHAEL AYLES, AIA

JD

JEFF DeGREGORIO, AIA

MR

MIGUEL RIVERA, FAIA

RS

RICK SCHNEIDER, AIA

ES

ERIC STRAIN, AIA

2006

MA

MICHAEL ARAD, AIA

JD

JAMES DAYTON, AIA

JH

JOHN HONG, FAIA

SK

SHANNON KRAUS, FAIA

SS

SOREN SIMONSEN, FAIA, AICP

PT

PATRICK TIGHE, FAIA

The yearly calendar turn brings predictions, promise and resolutions for the months ahead. It also plays host to a number of industry awards, including the most coveted in Architecture. The recognition ranges from the visual to the intangible, such as the annual Young Architect Award. However, as we look forward to the next crop of emerging leaders, it is important to reflect on the past. For our first ever *Connection* retrospective, we focused on the 2005 and 2006 classes of the Young Architect (YA) Award to see how early promise has flourished into sustained leadership. There are a combined eleven members between the two classes. Of the eleven, all are principals or founders of their current firm, the majority maintain leadership positions within the AIA or their community, and four have been elevated to Fellowship. This is among a myriad of design awards, committee leadership, community involvement and service to the profession. However, the point is not to list the curriculum vitae of the collective, but rather focus on the insight they have to offer for future leaders.

All were quick to point out that winning awards does not drive their service to the profession, to society or how they design. Instead of pointing to the award as a spring point in their career arc, they mention that their passion for the profession and aggressively pursuing leadership opportunities were the primary objectives. But passion at this level is a given. What was eye opening was the impact that each member had on the profession and/or their community. Patrick Tighe, FAIA for example, was one of the founders of the annual 2x8 exhibition in Los Angeles. This exhibition showcases the best work from twenty-five architecture schools from across the state of California; an exceptional state of affairs since it started with the eight within the LA Metro area just over a decade ago.

Micheal Ayles, a 2005 recipient, found his inspiration in creating a link from licensure to Fellowship, one of the core tenets of the YAF. His passion for filling this gap was unmatched and he tirelessly involved himself at multiple levels of AIA leadership, including four years on the AdCom. Following Mike's term as Chair of the YAF was Soren Simonsen, FAIA a YA recipient in 2006. Soren succeeded

him on the AdCom, but it wasn't just his passion to serve the profession; He also was elected to his local City Council, where he was able to expand his influence to the public at large. Even though the majority of his accomplishments at the municipal level happened after he received the award, he was one of the few architects who was actively engaged in public policy and governmental leadership while he was still a **young architect**.

As stated earlier, the goal was not just to rehash their accomplishments, but to also gain insight from these exemplary leaders. Naturally, one of our questions is about how the profession has changed over the course of the past decade and how have they have dealt with it?



The biggest difference I see is from my first jobs after college and graduate school to today. The Schematic Design set for Disney Hall was hand drafted in ink on mylar with French curves. The saturation of digital technology into the profession today has had the biggest impact. The architect needs to regain the controls of the project and BIM can help us do that.

Jeff DeGregorio attributes technological advancements as a major factor as well, but goes a step further:

JD

Back when I joined the firm [Payette] in '98, it was a much purer firm. We were a collective of architects, we were trying to achieve a well-rounded career, we weren't trying to specialize and it was at the dawn of AutoCAD. When I look at the firm now, it's a much more complex organism. There is a much wider range of people here from all facets of the practice. The skills they bring, from backgrounds in data science to professional degrees in other fields such as building science, are much different than those classically trained as an architect. The layers of things we need to know about how buildings behave and how we document them, is a much more complicated practice. As an architect you are continually trying to take on each aspect of the profession and remain really good at all of them. There are a thousand more things to keep track of then when I started. It is kind of amazing that everyone is able to keep up and keep pushing the envelope, given all the things that are now a part of the practice of architecture. So when you look at innovation and developing new things, it isn't as simple or pure as it was in the design event. It is now overlapping with so many other fields, so it is much more complicated.

When asked about how he is able to keep up with the fast pace and whether or not he intends to specialize, he responded with:

JD

I don't feel the need to specialize, just desperately hanging on [said half jokingly]. I do wonder over time, that if it becomes more and more complicated that it will become harder and harder to do this. Will we become a collective of specialists instead of trying to attain a generalist approach to everything? I don't know where that will go.

Technology is almost a given at this point, but it's interesting to quantify how far the practice has come in the past 10-15 years. Another topic that we posed to them is related to career advancement.

JD

on his "arc"

I wanted to strike a balance between demonstrating my role in the design of buildings and the larger concept of what I believe an architect should be. There is a broader role within a firm, within a practice, within society that involves so many of the other things - mentoring, teaching, educating, sharing –that rounds you out as an architect and professional.

MR

on early success

There was not any one thing that I could point to for winning the award. It was a compilation of all around accomplishments. I was involved in "lots" and showed a commitment to the profession.

We were also curious on career advice that they had for the next crop. Here's what they said:

JD

Be patient. Be vigilant. Find someone you admire, do whatever it takes to get a job in their office, and stay there as long as you possibly can.

MR

Be open minded, have a good attitude, stay positive and humble, learn from others, and stay involved with the profession.

JD

I encourage people to demonstrate leadership and not just skill. Be aggressive about leading an effort, no matter what it is, at any scale.

SS

on collaboration

Architecture, not just architects can help create value. Architects are only one piece. Together we can create better products, codes, policies, clients if we all come together. There is an enormous opportunity during repositioning to enhance the craft of what we create.

MA

I discovered that the role of the architect goes beyond the physical manifestation of the built work. There is a process that leads to architecture and often political change is needed to underpin the built environment. Every project is complex and we have to find a way to deal with it.

PT

Manage effectively, Hire great people who can take care of things and Work closely with the team

SK

My strategy for avoiding burnout with my involvement is something I call "porpoising". I pull back between initiatives to recharge and thus am more rifle shot in what I choose to do. It's more important to be able to be passionately involved and active in what you take on, than it is to always be involved in something and risk burnout. I evaluate each opportunity and pass when necessary.

MA

Get out of the architecture cloister, volunteer and get involved in the daily life of others.

In addition to the advice that the winners had for the future class of **Young Architects**, Shannon Kraus, FAIA had an interesting path to reach Fellowship at an early age. He had a prolific early stage of his career, which included service in four of the five architectural collateral organizations: AIAS, AIA, NCARB, and NAAB. He was also the second chair of the National Associates Committee, which helped him forge many of the governing documents the committee still references today. Through this service experience he was able to leverage a series of opportunities into an AIA National Vice President position in his first year of licensure and went on to become one of the youngest ever elevated to Fellowship. Interestingly enough, he credits applying early as a potential advantage because he did so much in the first decade of his career.

While not yet a Fellow, Michael Arad had some interesting stories for Young Architects and practitioners alike. He came into the national spotlight when his proposal for the 9/11 Memorial was selected among a field of over 5000 to be constructed in Lower Manhattan. But he didn't lose sight of the important lessons to be learned by such a high profile project. Instead of crediting the design as an important learning moment, he focused on the experience from navigating a difficult political landscape. Ultimately, being able to control a disparate group of opinions, agendas, and budgets helped him in terms of commissions and confidence. He has made a career out of building bridges across literal and figurative divides.

All the conversations were informative and helpful in understanding what it takes to get to the next level in one's career. Dedication to one's craft is an important element to advancement, but the extracurricular activities that each individual engages in can be career accelerating. It's also important to note that the accomplishments discussed are only a handful of ways to get involved in the "profession", but are still high water marks against which we can measure our own goals. ■

A FORK IN THE ROAD IS NOT A SPLIT

Led by principals Jinhee Park AIA and John Hong AIA, LEED AP, SsD is an architecture firm that approaches design as a convergent, interdisciplinary venture that aspires to bridge the utopian and the pragmatic. Instead of separating aspects of architecture, urbanism, landscape, history, social systems, and codes into their constituent disciplines, these essential design ingredients are simultaneously explored so that minimum form gains maximum effect. In this way sustainability emerges as an integrated rather than additive result. Along with being published in major media such as Metropolis Magazine, Dwell Magazine, Architectural Record, The New Yorker, and PBS, SsD has received many prestigious design awards including the AIA Young Architects Award, the Emerging Voices Award and the Young Architects Forum Award by the Architectural League of NY, a Holcim Foundation for Sustainable Construction Award, the Metropolis Next Generation Prize, and twelve AIA awards. They have lectured and exhibited at many universities and conferences including the Harvard GSD, Columbia University, and Seoul National University, as well as at international design conferences



When we won the AIA Young Architects Award, Jinhee in 2009 and John in 2006, we were proud that both principals were able to garner the privilege. But that fact alone was not interesting in and of itself. What was more interesting is that each of our submission portfolios were comprised of completely different projects. The three-year span bracketed by our wins was a pivotal time for SsD and we were honored that the YA program supported and recognized two important and seemingly contrasting sides of our practice. Because architecture is such a “slow” profession where it takes years to design and complete a work, the choices one makes as a “Young Architect” are paramount. With as much time as we have in our careers, paradoxically there’s not enough to explore many different practice modes. In the example to follow, we hope to convey to our younger peers the importance of a practice’s formative years.

Practice models, especially for small start-up firms, are changing in the age of the ‘Great Recession.’ Commissions are fewer and farther between and the efficacy of architecture has been questioned at the core. This has most recently been epitomized when Frank Gehry flipped the bird at a journalist. When we first started our practice in 2003, it was a period that could be classified as either the tail-end of the ‘dot-com’ boom or the beginning of its hangover. Our ability to gain immediate momentum with actual built commissions was a blessing and a curse. Most of our work was from young developers, with whom we shared the energy and risk of being a start-up. But what we had in quantity of commissions we sometimes lacked in critical perspective.

John’s portfolio consisted of the best of this early built work. In a short three years, we amassed six completed projects, four AIA awards, and the Metropolis Next Generation Prize. Highlights included the Valentine Houses, a 3-unit condominium townhouse complex and the Big Dig House, a project that demonstrated how discarded infrastructural materials could be salvaged for buildings.

In retrospect, if we were jurors for the YA award we would see a level of promise and consistency in this body of work, but we would be critical of its lack of speculative risk. We gained invaluable experience navigating zoning variances, public review processes, climate driven sustainability, and developer driven schedules and we are forever indebted to the support of the Boston area community of architects, clients, and mentors. Today we have been able to take what we learned and apply it directly to projects in Massachusetts, New York, Korea and beyond.

But as a young firm with growing expenses and staff, these projects were limiting because they compelled us to pursue design ‘formulas’ that resulted in lower-risk implementation. In the context of the difficult sites purchased by our developer clients, we had room to seek a variance approval once, but definitely no more than that. It was Jinhee that questioned the core direction of the firm at that time and this was the impetus behind her 2009 YA portfolio. Through this lens we made a concerted shift to speculate more, engage in more competitions, and have regular critiques of our work. It was a huge risk that resulted in less time to work on real commissions, longer nights for a firm that was already overworked, and of course less fees from ‘real’ projects. In fact, before the actual financial crisis hit, we made a conscious choice that put us in our own private recession years before.

However, a proposal such as the Czech National Library was one of the first where we focused our conceptual thinking to a much higher degree. ‘Convergent Design’ became one of our core principles where we attempted to create maximum effect with minimum form. This was accomplished by converging the myriad of conflicting aspects of a project into a singular solution. Because of the strength of this new series of design initiatives, the Boston Architectural College, through the Hideo Sasaki Foundation, awarded us a





Above: The White Block Gallery negotiates difficult public review processes and zoning regulations.
Below Left: The Cloud public art installation turns surveillance into public amenity.
Below Right: Clover Food Lab explores architectural and social transparency.
Images © SsD.





Above: Big Dig House utilizes salvaged infrastructure for its structural system.
 Right: Songpa Micro-Housing incorporates a multifunctional screen.
 Images © SsD.

solo exhibit in their highly visible ground floor gallery where we refined the conceptual strategies even further. Meanwhile Jinhee's background in industrial design was relied upon in public RFPs like Providence Plaza and the MassArt lobby. Both garnered awards, but were never constructed. With greater intention, we looked at the qualities of interactive space in these new works in our mission to engage the public in new innovative ways.

As we look forward to celebrating the 12th anniversary of SsD in 2015 (it goes by fast!), we are seeing the fruits of the two trajectories of pragmatic building and utopian speculation. Recently completed projects, such as the Songpa Micro-Housing, radicalize ideas of collective housing by introducing fine gradations between public and private spaces. Our work with the innovative restaurant chain Clover Food Lab has allowed us to test new kinds of sustainability through materials and in terms of social use and symbolic content. Interactive spaces are being tested in projects like Cloud and in last year's Venice Biennale, where we turned surveillance into a public amenity. Finally our competition winning entry for the White Block Gallery is a constructed example of our continued research utilizing convergent design methods to negotiate complex code, environmental issues, and budget constraints.

To conclude with the idea that 'The Fork in the Road is Not a Split,' our advice to the next generation of YA candidates is not to think of the fork in one's career as a choice between one direction over

another. With globalization comes a new fluidity of information exchange and new ways of producing architecture. Although there is a backlash against the actual productive qualities of multi-tasking, as a generation we have become much better at modal-tasking (switching between vastly different modes of thinking). Since architecture is still a slow profession there is not time to explore one path over another. Instead, what we learned from our respective YA awards is that it's possible to choose two different paths simultaneously that on the surface are divergent. The struggle to converge them can lead to a new body of work that challenges conventions, clients, and us. This can become the real award. ■

-Jinhee Park, AIA + John Hong, AIA



TRANSFERABLE SKILLS

CONNECTING THE DOTS TO COME FULL CIRCLE



Søren Simonsen, FAIA, AICP

is Executive Director of Community Studio, a Salt Lake City, Utah based mission driven company. For the past three decades—including 14 years of public service as an appointed and elected official—his professional training, research and contributions in architecture, urban design, public policy, and community and economic development have focused on creating sustainable buildings and vibrant cities throughout Utah and the western United States. Søren is an accomplished and innovative professional. He has pioneered innovative buildings, urban development and infrastructure projects, community-building civic and educational facilities, modern and efficient transit and passenger facilities, forward-thinking community and regional plans and urban development policies, conservation initiatives for agricultural and sensitive lands, and creative and sustainable transportation and mobility solutions. He was the first LEED Accredited Professional in Utah, and has guided the development of notable and innovative green building projects, such as the Swaner EcoCenter. He is a co-founder of Impact Hub Salt Lake, an innovation lab for social entrepreneurs.

During the 2014 calendar year, the YAF had a unique focus on the career advancement of our constituents. It's an important, yet oft ignored topic for the newly licensed professional. However, we realize that capital A Architecture is not the only profession that an architectural degree, post education internship or even licensure can prepare us for. Thus, a subset of our goals was to highlight the many architects who have found success in other arenas, yet still affect the built environment. This is not a new phenomenon and we were lucky to catch up with someone who has been practicing this avenue for the past decade. The best part is, he is a former Chair of the YAF and credits much of what he learned at the helm with his future success.

Our subject is Soren Simonsen, who has turned a number of personal passions into a very uniquely structured career. He has successfully played the role of architect, planner, developer, and public official - many at the same time. Interesting enough however, one of his passions was (and still is) service to the AIA (and the profession) and he cut his teeth in young leadership roles. He started first as the Regional Liaison for the Western Mountain Region in the early 2000s, which he followed up with a stint as the Vice Chair and successive Chair roles of the YAF AdCom in 2004 and 2005. During that timeframe, the YAF gave him the opportunity to develop leadership skills, many of which were transferable to other disciplines. He would find out very quickly how important those skills would be as he transitioned into his next career milestone: a seat on Salt Lake City Council.

Soren was elected to the City Council during the same year of his term as Chair of the YAF and felt much of what he learned in the role helped with his career in public service. One of the programs he attributed to his success was the AIA's Grass-

roots conference. The advocacy agenda that was presented helped him build a platform on which to run his initial campaign. This ran concurrently with the citizen leadership movement in the built environment. Many of his constituents could therefore understand his causes and he was able to talk in an educated way about community government. Ultimately, that confidence resonated well with the local government and propelled him into future successful economic development projects.

The next iteration in Soren's career continually refined his understanding of the built environment and he returned to his roots as both an architect and planner when he put on his public official hat. Buildings are a part of the built environment, but it goes much farther than the property line they sit on. He started to better understand the policies surrounding developmental growth and formulated a deeply rooted belief in integrated practice. This has not only led to better buildings, but he has become a better architect.

All of the skills at his disposal at that moment in time (a combination of professional training, advocacy, leadership and passion) were seemingly deployed in a number of highly successful urban renewal developments. It was an exciting time for him to be a decision maker and funder of projects, all despite the recession. This included over two billion dollars of stimulus spent on projects such as public parks, facilities, airports, the public transit systems and a performing arts center.

Soren has since returned full time to private practice in an interesting way. His company, Community Studio, is structured as a sole proprietorship that offers a multitude of services: consulting, architecture, planning, real estate and economic development. Even though architecture is still a primary aspect of the practice, it is only



Above: The Swaner EcoCenter in Park City, UT

Below: Proposed rendering of Impact HUB Salt Lake, a renovation of a historic 1890s building as a modern multi-tenant co-working space
Images © Soren Simonsen

a piece of the whole and thus he considers it an alternative career path. This structure has allowed him the freedom to switch gears as necessary, such as collaborating with larger firms as part of a team.

Aside from the leadership skills he acquired organically through intentional steps, he has had a few inspirational moments present themselves through circumstances beyond his control. The first was as a jury member of the AIA San Diego Design Awards, where he was inspired to pursue a bubbling passion in real estate development. During his service, he reviewed and critiqued many submissions of built work that were executed by architects serving as developers. Not only did a good portion of the award class go to projects performed in this manner, but the award bestowed to the “Young Architect of the Year” was based on a strong project where the winner served as the developer. The winner’s submission even included a passionate treatise proving that triple bottom line goals do not require design to be a casualty of profitability or sustainability. He always had an interest, but seeing the successful execution was a call to action in some respects. He has since engaged in four real estate developments, including the revival of a historic building in downtown Salt Lake City.

Another inspiration to his current track was his positive experience in an informal co-working set up. When he was just starting out with Community Studio, he didn’t have a need or the budget for a full sized studio space. So instead, he called upon a friend to see if he could share some of his. The fundamental economic benefit filled an immediate need, but also solved a social issue as well. It was hard to work in isolation, both in terms of tackling all the tasks required to run a business and not having other eyes to review his work. As he engaged in more and more inter-office collaboration, it opened his eyes to the idea of co-working. When the opportunity arose to pur-



[proposed]

sue it from the real estate development side, he jumped on it. His business partner was well versed in business and he brought the development experience to the table. The result is the Salt Lake City franchise of Impact Hub, an international brand of co-working spaces. There are currently 70-80 people who share the space and they tend to be socially or community driven start up companies.

All of the initiatives Soren has taken are great examples of how it is possible for architects to square the circle on project control. As a service, architecture can be viewed as a commodity with varying degrees of upside. But a return to the Architect as Master Builder could be both a boon to the bottom line and a chance to exert more control over the craftsmanship of a design. It is a riskier move, but gives us a great chance to take a larger piece of the development pie. Architects have a strong skill set, many of which enable us to compete in the realm of development and construction: entitlements or approvals, design, and construction administration. Add in financial discipline, selling and the ability to take of risk and architects are in a unique position to regain control of the process.

Soren may wear many hats in his career, but he still remains true to his roots. He constantly approaches real estate as an architect and not a developer. Design is still his main driver behind any project because there is a lot of freedom to be creative. Despite the nuances of being your own client, the reality checks create new opportunities to solve problems. In the end, isn't that the most transferable skill of all? ■



Right: The Swaner EcoCenter in Park City, UT Image © Scot Zimmerman
 Above: Swaner Building, a mixed used development in Salt lake City, UT. Image © Dennis Mecham
 Far Right: Provo Downtown Strategic Plan. Image © Soren Simonsen



Jeff Pastva, AIA

is the 2015-2016 Communications Director of the Young Architects National Advisory Committee of the AIA, the Editor-in-Chief of YAF CONNECTION and a Project Architect with JDavis in Philadelphia.

AIA CENTER FOR CIVIC LEADERSHIP

ADVANCEMENT AND PROMOTION OF CITIZEN ARCHITECTS



Welcome to 2015!

For nearly a decade, the effort of developing, advancing, and promoting architects as leaders in our firms and communities has been consistently growing. Originally a Knowledge Community called the “Committee on Leadership Education” (2005-2008), the Center for Civic Leadership (CCL) emerged in 2011 by combining focused leadership development attempts and existing AIA advocacy group collaborations. As an all-volunteer group with limited staff and no budget for four years, 2014 signified a huge change for the CCL. Based on AIA leadership’s decision, led by 2014 President Helene Combs Dreiling, FAIA, the Center for Civic Leadership is now provided with experienced staff and financial resources to continue our efforts.

Now in the role of Chair of this group for the third time in eight years, I welcome all interested AIA members to join the CCL’s newly-rejuvenated efforts to provide programs we need, the recognition we deserve, and the resources we can learn from to assist all architects in becoming the leaders we were meant to be. Our collaborative efforts on our three major initiatives for 2015 have already started with the Board Advocacy Committee, AIA Advocacy, the Young Architects Forum (YAF), and the Council of Architectural Component Executives (CACE). These major initiatives, which have been the focus of meeting our mission in the last couple of years, will:

Create a new Leadership Institute event
Define, recognize, and promote AIA Citizen Architects
Develop and distribute the resources we need to become better leaders.

The Leadership Institute ‘Initiative’

The ultimate goal of this initiative is to work with AIA staff, involved stakeholders, and sponsors/partners to hold a Leadership Institute program in the Fall of 2015. The CCL is currently continuing research and benchmarking of what other A/E/C organizations have done in terms of leadership education, programming, and conferences, as well as developing an outline of what the Leadership Institute will look like – now and in the future. Alliances will be, and are, taking shape with AIA Knowledge Communities

and Constituencies such as the Young Architects Forum, LFRT, Practice Management, the National Associates Committee, and CACE. Keep your eyes and ears open for the detail of this event in the coming months.

The Citizen Architect ‘Initiative’

Based on recent discussions and future liaison opportunities with the Board Advocacy Committee regarding advocacy issues, we will be looking to combine our efforts to survey, identify, and capture those 83,000 AIA members who find themselves in diverse levels of “Citizen Architect”. Organizing a method to easily identify and recognize Citizen Architects around the country, by the CCL and the AIA as a whole, is critical in the engagement of local and regional architects in leadership discussions. Once this identification is underway, the ability to strengthen the promotion and engage AIA architects as leaders and Citizen Architects can successfully be obtained through greater website presence, in A/E/C publications, and at industry conventions and conferences. Eventually, the CCL will team with Advocacy to create, implement, and oversee a robust Citizen Architect Recognition Program. There will also be an initiative to expand upon the already existing “Creating a Citizen Architect Committee” guidebook and format the content into a toolkit and/or presentation.

The Resource Development & Promotion ‘Initiative’

Our third initiative in 2015 is to begin the update of existing content, plan the creation of new material, and make leadership resources, important to all AIA members, more readily available through various communication channels and formats. Updating and building upon the five year-old leadership awareness tool, *Living Your Life as a Leader*, will be a major effort, along with revised material about this content to share with selected AIA members to present to constituents. As part of our Leadership Institute planning, a model leadership program(s) focused on architects of all experience levels, will be started with the assistance of AIA and school-based leadership programs across the country. This model program(s) can then be implemented at AIA components as interest grows. Most importantly, however,

may be the CCL's review of its online presence and working with AIA staff to improve, expand, and maintain relevant and current leadership material. A survey has already been developed for an anticipated February release to CACE members to obtain data about existing advocacy and leadership programs produced by the components, as well as their needs.

Partnerships

Even though the Center for Civic Leadership has been fortunate to have many years of generous volunteer support and input from numerous AIA members and partners, our Knowledge Community's newly-staffed and funded initiatives in 2015 have truly been the impetus for a major restart of the CCL. However, as 2015 progresses, the CCL will be looking for a number of partner companies and organizations to assist in our efforts. An event as important and complex as a Leadership Institute program will truly be successful with outside support, the ability to effectively disseminate generated content and the ability to offset expenses such as registration fees and printing. Please think about how you, your company, or your connections might be able to support the Center for Civic Leadership

Despite a slower-than-expected rebound in our economy, there is (and always has been) a true need and role for our 83,000 AIA members to encompass the CCL's mission statement:

“... to advance leadership among architects to promote livable, healthy, sustainable, and quality-designed environments for future generations through community participation and advocacy.”

In 2015, we look forward to increasing the impact the CCL has on the architecture profession, AIA activities, and ensuring our members feel they are getting even more value and support from their involvement in the AIA. Happy New Year! ■



F. Michael Ayles, AIA NCARB
is Principal of Business Development at Antiozzi Associates in Bridgeport, CT. A former YAF Chair (2004) and YA Award recipient (2005), Ayles is currently Chair of the Center for Civic Leadership (CCL). He co-founded the group over a decade ago and has chaired twice before.

ENGAGE COMMUNITY | COLLABORATE | CHANGE

HOW EPs ARE SHAPING THE FUTURE OF OUR PROFESSION

“Something unusual just happened...”

Alex Gilliam, of Public Workshop, had just started the day’s program and you could see the looks, the questions, “Is he really about to talk about LEGO®?” Yes, he was, and for a better reason than you might expect.

Emerging Professionals have consistently shown a willingness and interest in using their architectural skills and training to tackle issues affecting their communities. The 2014 AIA Gulf States Emerging Professionals Symposium, entitled Engage: Community|Collaborate|Change, aimed to corral the restless energy of the region’s young professionals, and arm them with the tools necessary to focus that energy into positive, permanent change in their own communities. The symposium was held mid-November, in New Orleans, at the Tulane School of Architecture. It boasted a roster of prominent up-and-coming and regional speakers, who all approach architecture and Public Interest Design from different directions. The featured speakers ranged from Public Workshop’s Alex Gilliam and his Tiny WPA program for youths, to Allison Anderson, FAIA of unabridged Architecture discussing resilient design, to Tommy Pacello of the Memphis Mayor’s Innovation Delivery Team leading a 48x48x48 Tactical Urbanism workshop. The symposium was rounded out by hosting a speaker panel, *Emerging Professionals in Community Building Design*, and a roundtable discussion between several local architects and their clients about the process of creating a successful project.

So, back to Alex, where was he going with the LEGO®? He was making a larger point that as human beings we learn best by doing, or perhaps building. “The hammer is mightier than the laser,” says Alex, as he explains how to engage youth in creating new things for their community. He pointed out that the physical act of doing the work themselves creates a connection that otherwise would not have existed. Public Workshop’s Tiny WPA program works to create opportunities for young adults to have a positive impact on their community’s built environment. The entire process is done at full scale, preferably at the installation site, which allows intuition to take over and encourages incredible innovation. Whether it is to create pop-up adventure playgrounds, bus stop seating, skate parks or a even a lamp prototype, the point is that these interventions were designed and built by the youth of the community they are placed in.

“Designers have a great responsibility to the places they live in and the people that live around them.”

-Maria Sykes, Epicenter

Josh Flowers of the Young Architects Forum moderated the *Emerging Professionals in Community Building Design* panel. Attendees heard from three emerging designers working to shape the future of the architectural profession and the communities in which they live. Maria Sykes co-founded The Epicenter, a non-profit that serves the town of Green River, Utah, by providing resources to local residents and driving active involvement in the community to create positive change. Seth Welty represented Colectivo, a New Orleans design firm that seeks to create a balanced practice of architecture, engagement, education and craft. The final panel member was Sarah Gamble, co-founder of GO Collaborative in Austin, Texas, a design and planning firm that focuses on creative placemaking, community engagement and master planning. While there were many great things to love about this panel, Maria may have summed it up best, “One of the most important roles for architects is to instigate the possible.”

“Owners and architects are a team, and if they don’t support each other, both will fail.”

-Dwayne Boudreaux, Circle Foods

How can young architects and clients collaborate to create innovative projects that serve the community? Emilie Taylor of the Tulane City Center moderated a discussion between three dynamic pairs of architects and clients on how they worked together to create unique places and experiences in the New Orleans area. The first pair was Joel Ross of John Williams Architects and Dwayne Boudreaux of Circle Foods, who discussed the rebuilding of the iconic grocery store after Hurricane Katrina. Sara Meadows Shawe representing the Gulf Coast Housing Partnership and Carl Westerman of CCWIV Architecture followed this by discussing their work together to help revitalize the Central City neighborhood in New Orleans. The final pair was Una Anderson of Harmony Neighborhood Development and Byron Mouton of bildDESIGN and the Tulane School of Architecture, who discussed working together on the La Salle Market, and the process of the first phase being built by students as part of Tulane’s URBANbuild program.

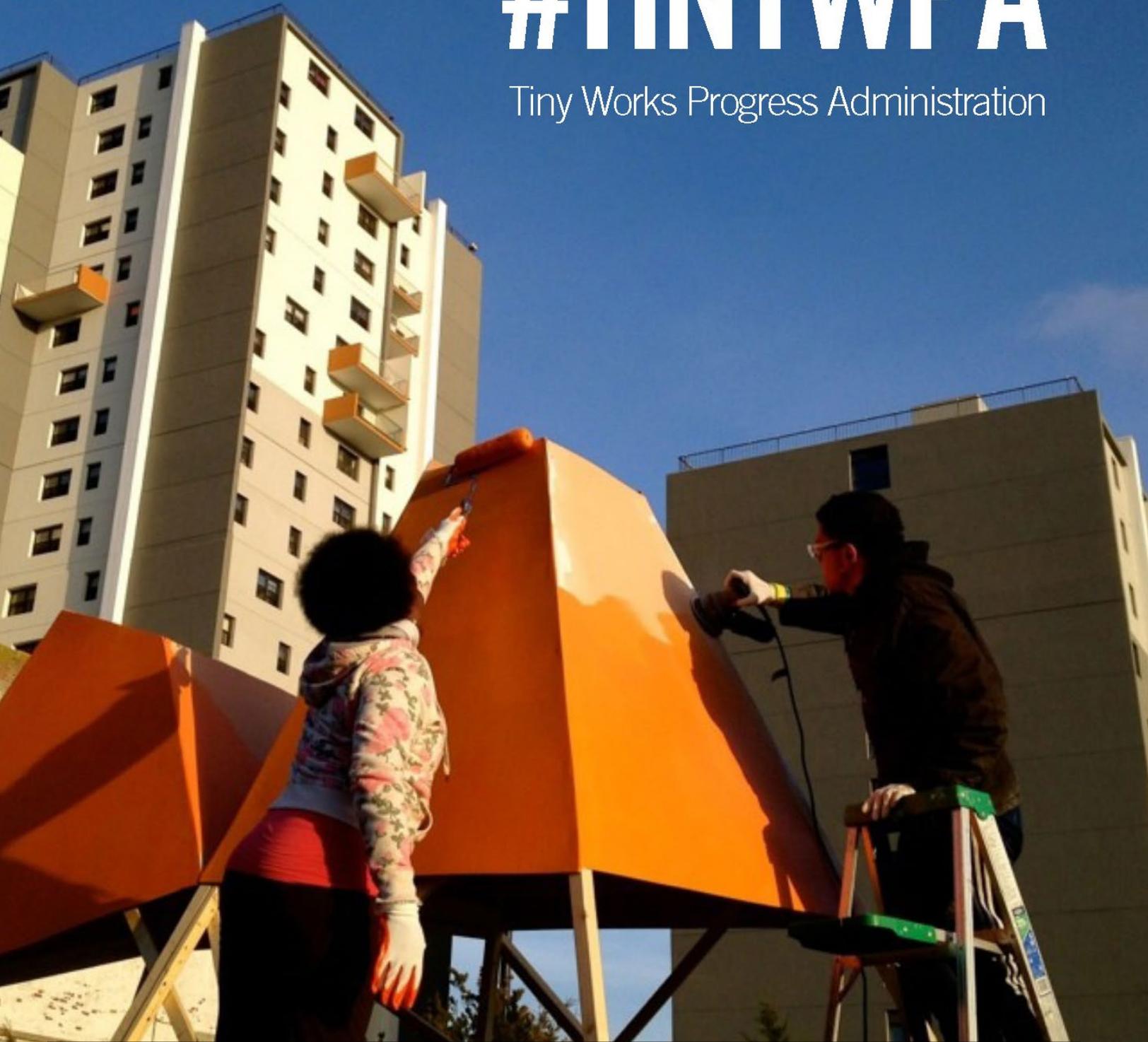
“What community will YOU defend?”

-Allison Anderson, unabridged Architecture

Allison Anderson closed out the first day of the symposium with a challenge to recognize the difference between sustainability and resiliency, and for designers to realize that our work is often the first line of defense between a city’s residents and natural catastrophes. She presented that adaptive resilience inspires changes in human behavior and incrementally modifies the physical environment to

#TINYWPA

Tiny Works Progress Administration



“Don’t be afraid to build something awesome.”

-Alex Gilliam, Public Workshop

Image © Public Workshop



Above: As part of the 48x48x48 workshop led by Tommy Pacello, Engage participants developed and presented tactical urbanism proposals for the Central City neighborhood in New Orleans. The Tulane City Center intends to use the proposals as the basis for future design studios. Image © David Merlin

address climate change. Through awareness and thoughtful design, architects can address safety while still creating beautiful and functional buildings that support the communities they are in.

“Tactical Urbanism is about reintroducing people to a place in a way that takes advantage of its full potential.”

-Tommy Pacello, Mayor’s Innovation Delivery Team

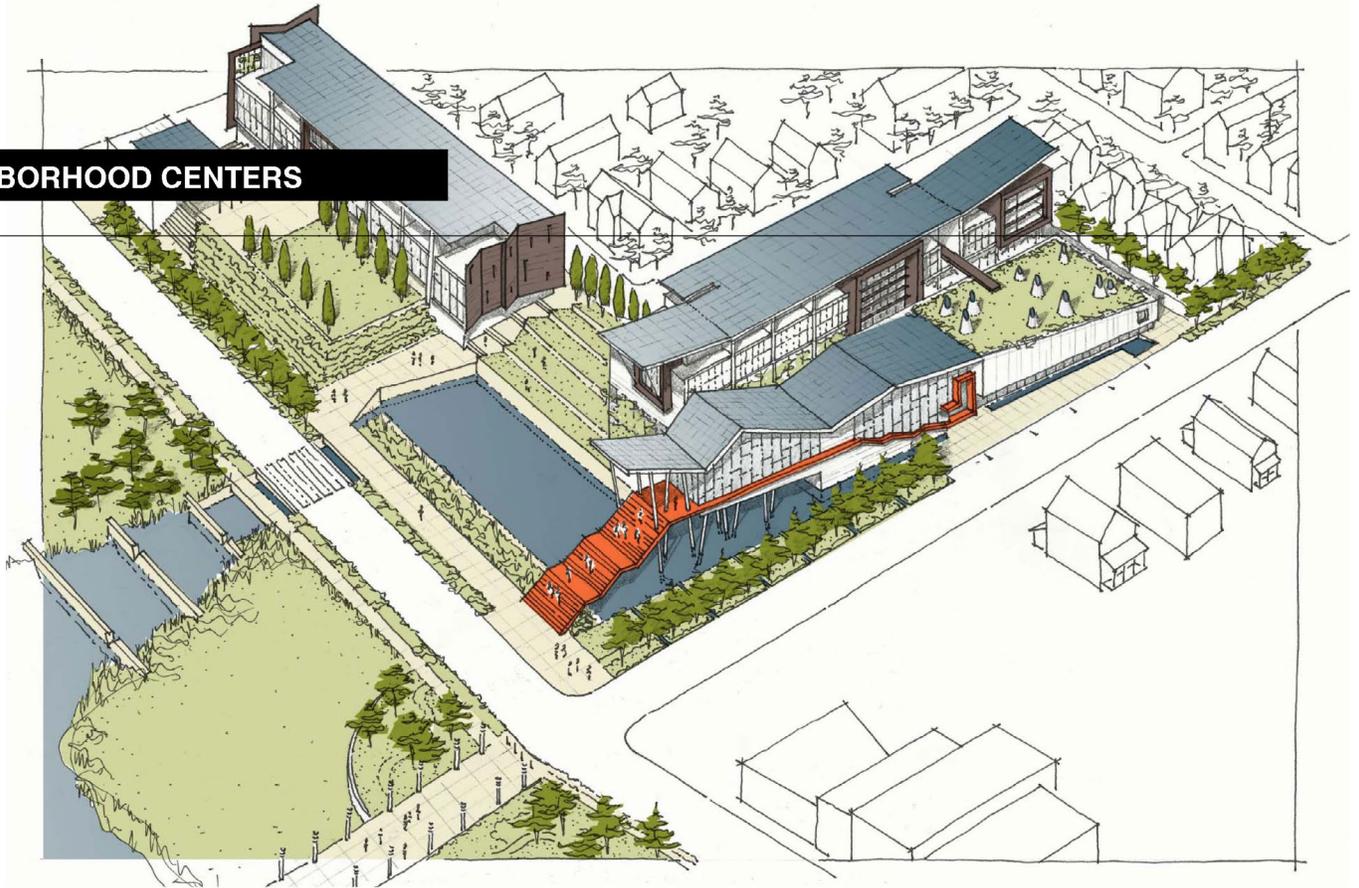
Tommy Pacello of the Mayor’s Innovation Delivery Team in Memphis, closed out the symposium in roaring fashion with a presentation on his Team’s work in Memphis and an introduction to Tactical Urbanism. The Team is funded through a Bloomberg grant, and has used projects like MEMFix, MEMShop and Untapped to bring

attention to the potential of overlooked areas of the city.

Following this presentation, Tommy led the group in a 48x48x48 workshop focusing on three areas within the Central City Neighborhood that were identified as in-need by the Tulane City Center. This workshop format asks small groups to explore, document and recommend solutions and ideas on what could be achieved in 48 hours, days and months. The intent is to encourage designers to identify interventions that can be executed immediately and then grown incrementally into larger permanent and impactful change.

After the site visits and subsequent charrette, the groups got back together and presented their findings to each other and the City

NEIGHBORHOOD CENTERS



Above: In response to Hurricane Sandy, Rebuild by Design is working to find new ways to devise, fund, and implement resilient design. Allison Anderson and unabridged Architecture were part of the Bridgeport, Connecticut team which combined natural and fortified solutions to transform the places most at risk. Image © unabridged Architecture

Below: The La Salle Street Market was designed and built by Tulane students as part of URBANbuild 8 and includes sliding vendor stalls. Image © Tulane School of Architecture

Center staff. Attendees learned first-hand how to apply the principles of Tactical Urbanism to real world situations and how to take those lessons home and apply them in their own communities. In the words of Maurice Cox, Associate Dean of Community Engagement for the Tulane School of Architecture, “The Central City Neighborhood and the Tulane City Center got the groundwork laid for three incredible future projects”.

The workshop became the perfect ending for the Engage Symposium, as it proved that short-term action, even if it is only a few hours on a Saturday, could be the harbinger for permanent long-term change. ■



James Meyer, AIA is a project architect and associate at WER Architects in Little Rock and cofounder of studioMAIN. He is the Regional Associate Director for the Gulf States Region of the AIA and represents the region on the NAC. He is a recipient of the 2015 AIA Young Architects Award.

YOUNG DESIGNERS CORE

A PROGRAM OF EXCELLENCE AT PAYETTE

This month's theme is rooted in highlighting exemplary leadership provided by young architects from years past. In some cases, they were recognized for leading key committees, contributing to key policies and pushing the boundary of design. In others, they started programs that have had a lasting impact on the profession. The latter applies to one of the 2005 class members, Jeff DeGregorio, who co-founded the Young Designers Core at Payette. It was one of his many accomplishments, but a tangible one that continues to live on. The firm that supports the program has twice been awarded NCARB's IDP Outstanding Firm of the Year ('02 and '14) and is a testament to its culture of mentorship. This month, *Connection* caught up with Jeff DeGregorio, now an Associate Principal, and the current co-chairs, Hilary Barlow and Benjamin Harrison.

How did the YDC start? What was your thought process and how did it make it from idea to implementation at the firm-wide level? How involved are you now in the program?

JD: It officially started in 2000. I graduated from Syracuse in '98 and had been with the firm for two years. I, along with my YDC co-founders, had the belief that the firm had an obligation to teach. You are not in a job, but in a practice or a profession. That has a higher responsibility level and each firm plays a role in that. As we put this thing together, it was a program that was not a membership. It was not for a young designers group, of which there are people in or out of it. Rather it was a component of a larger ecosystem of learning in a firm where this particular component geared its programming around people who had zero to five to ten years of experience. It was open to everyone in the office and we very much wanted those people who had ten, fifteen or twenty years experience to participate in order to start the cycle and obligation of learning and teaching, learning and teaching. When we first started it, we talked about it in that manner, while also using it as a support mechanism for the needs of the Intern Development Program. We helped to educate the firm to what those needs were and how it could best support younger folks in the firm. The office continues to believe that getting licensed is an important part of your path as an architect.

Because it was a grassroots effort, the leadership of the firm at the time, specifically the President Jim Collins, was of the opinion that the worst thing they could do was manage or control the event. If the partners got involved it might muck it up, but he very much encouraged us to do it. We thought it could be a monthly event and

he thought it could be a weekly event. We settled on 3 out of 4 times a month. Since then, it has been every Tuesday for 14 years, three times a month. It has run that consistently for that long.

I co-ran the program with a colleague named Jonathan Kanda. We ran it for 2-3 years; right up until the time we won the IDP Firm of the Year in 2002. Our belief was that it had to be repetitive and consistent to become part of the culture. There is now an expectation that Tuesdays are a YDC day and people ask what's going on. Once the train got going and it was moving on its own, we had to test it to make sure that it would live beyond the energy of its founders. Leadership transition was a very important one. As we brought in a new co-chair, I stayed on for a little longer to have an overlap. Every year we integrate a new co-chair to a two-year term, and every year one transitions out to keep a year of overlap between them. In order to select a new co-chair, all the past and present co-chairs in the office get together to form the selection committee. That's one of the more tangible ways that I am involved, but there is an ad hoc mentoring that happens as I have more connection to the leadership of the firm now. I do believe it needs its own independence and the co-chairs need autonomy to do what they think is appropriate for the group as the leadership changes.

What is the structure and who are the participants?

BH: Since the founding, the YDC has really grown to become a large portion of the culture here at Payette. The structure of the organization is based on two co-chairs with staggered 2 year terms. The idea is that you get the evolution of institutional knowledge and never start over. Because of this we are constantly growing and evolving, which the firm allows YDC to do freely. This is to the benefit of both the firm and the YDC. At the moment, I will be completing my term and Hilary will be selecting a new co-chair. The selection of the new co-chair, as Jeff mentioned, is done by a committee of the past YDC co-chairs. There are currently six previous co-chairs still working at the firm. We utilize the wealth of knowledge that has already come and gone. We discuss potential candidates internally and then approach them with the opportunity. If they accept, we dive right in and get started planning the focus of the YDC over the next year. If not, we try again. It is much more of an appointment than an election. That seems to have worked out thus far through the life of the YDC.

The participants of the YDC events started out as only young designers, but as we have grown to take on such a large presence in the firm, designers of all experience levels attend, from principles

to interns. The majority of our events are geared towards young designers, but we don't exclude anyone from attending. All are welcome.

HB: What's great about the YDC is that it began as a grassroots initiative and still remains that way. As the firm evolves, the YDC evolves. The YDC focuses on the current needs of the firm; including licensure, culture, mentoring, knowledge sharing and elevating interns. We want to instill a culture of mentorship, which goes with our think tank, studio work culture. Payette is a very entrepreneurial firm and we host YDC events to support that initiative. We have a lot of culture building activities, which is the heart and foundation of the YDC. These events entail our annual Bocce Ball tournament, YDC vs. "ODC" softball tournament, annual Thanksgiving potluck, and Halloween costume contest. These events aren't just fun, we engage leadership. It creates community, teamwork, motivation and fosters relationships with people who normally don't interact on a daily basis. Through these activities, people are naturally able to create mentoring relationships. These relationships carry throughout the office in the form of project teams or just as a mentor.

BH: The group helps to break down the barriers between young designers and the firm's leadership. When people first come to the profession, there is a natural hierarchy that exists. These events help us break down those walls. If you are new to the firm and you come to the Halloween contest and see the principals dressed as some silly thing, you feel more comfortable. They automatically become more approachable.

HB: You are not afraid to ask a question or reach out to anyone in the firm. We have alcoves around the office that foster collaboration, in and of itself. We are building upon that culture that is already at Payette by creating these relationships. Aside from culture, we focus on knowledge sharing. An example is our construction or manufacturing tours. We have an event called Thursdays @ 3, where we have an expert in the office (excel, outlook, Twitter) give a brief presentation on their skill. It is a way to share knowledge within the office and helps elevates interns into roles of leadership. Doing these presentations gives young designers the opportunity to share their knowledge. As a whole, it makes the firm better.



The firm gathers to share a meal at an Annual Thanksgiving Potluck. Image © Payette.



Young designers get a hands-on experience through manufacturing tours. Image © Payette.

BH: It really is a holistic concept of knowledge sharing. Both top down and bottom up, in the rapidly growing industry we work in.

HB: People of all ages are invited to come, whether principal or associate principal, designer or intern. We also invite people to give presentations as well.

How do you plan programming throughout the year? Is it done on a yearly or monthly basis?

HB: The co-chairs are in close communications. We have general ideas for our main cultural events, which have become customary or seasonal. However, we don't have a strict program that we follow. It has evolved into what we see lacking in the studio at that time and what others bring to us. We go month by month typically, but will look ahead to some future ones. We don't have a prescriptive path or quota of events. It is very adaptive and open to what we need it to be.

BH: At the beginning of the year we will sit down with the principals and outline our goals for the year. From there we have free form, month by month planning. We rely heavily on the input from the studio. If we were to project a year out, we will often be incorrect. The month-by-month planning allows us flexibility to focus on what the staff of the firm needs. This can be project specific or something global, like the new ARE/IDP roll out in 2016. We recently gave a presentation to get people ready for them. This was a response to the atmosphere within the studio and in the industry as the processes change.

HB: We have also recently had networking workshops. People were interested in networking and how it applies at every level of the firm. We are also planning a project management workshop because we've had interest within the office in the different roles involved.

Another thing the YDC supports is licensure. One of the ways we've done this is through our ARE coordinator and IDP coordinator. We have two point people in the office where young designers can go to find out about submitting hours, finding a mentor, and attaining experience hours.





Teams at the 4th Annual Bocce Ball Tournament on the Greenway. Image © Payette.

Are they specific to the office or do they serve exterior roles? i.e. there is an IDP coordinator for each state.

BH & HB: The IDP coordinator is in fact the IDP auxiliary coordinator for our office. That role is an official role with NCARB that allows for a direct line of communication between NCARB and our firm. We then manufactured a similar role that deals specifically with the AREs. Because we have so many people in the office taking the AREs, we felt we needed two people to balance the workload. Right now we have 60 people actively taking exams and filling out their IDP. We felt it would be an overload for one person to handle that. The ARE coordinator, for instance, will organize people interested in studying together or find exterior groups and keep people in the loop. We also have a robust online presence on our internal server for licensure support. Helpful websites, links, hints and other ways to best negotiate the process. They (the ARE coordinator) keep that up to date and running smoothly.

You mentioned that there are ~ six past chairs who are still there. Do you feel most people who engage in this program are less likely to leave Payette?

BH: Yes. One of the most amazing things about Payette, among others, is that we have approximately 22 people who have left the firm, had another career, and came back. I think this speaks volumes to the atmosphere Payette has been able to create and I'd like to think it's partly due to the YDC. We have affectionately deemed these people boomerangs. I think beyond the co-chairs, the participants really acknowledge the value and the uniqueness within the industry. I think this definitely affects retention of employees.

Have you seen any other similar programs?

BH: No, not to our knowledge. We tried for a while to expand the scope of the YDC to be greater than just here at Payette. We sat down with a couple of firms who were interested in starting their own mentorship program. We helped several firms get that up and running, as well as presenting at the Architecture Boston Expo (The Boston Society of Architects' Convention). There has been an outward focus in the past. But we found in order to take root, it is a project of passion. One of the big reasons it's been successful at Payette is that the leadership of the firm has been completely hands off. It's for young designers, by young designers.

HB: It's great because the leadership supports what we do and are vested in it, but let us take the initiatives we choose and make it happen. ■



Touring one of Payette's Office and Lab buildings under construction. Image © Payette.



Payette's think tank studio enables collaboration across all levels and encourages informal meeting. Image © Payette.



Ben Harrison, LEED AP

is a designer with the Integrated Science and Engineering Complex for Northeastern University and became the co-chair of Payette's emerging professional support network, the Young Designers Core, in 2013. Ben is an advocate for young designers and committed to supporting emerging professionals.



Hilary Barlow, LEED AP

is highly involved with Integrated Project Delivery at Payette, working on site for co-located projects. As co-chair of the Young Designers Core, Hilary is interested in engaging young leaders and creating new opportunities to supplement emerging professionals' learning.

LIFE OF AN ARCHITECT

A CONVERSATION WITH BOB BORSON, AIA

My name is Bob Borson and I am a licensed architect in Texas. I mostly design modern residential projects but my firm also specializes in the design of lots of other project types and styles. In fact, I'd help you pick out a front door if that's where you needed my help. In 2009, I received the Dallas Chapter American Institute of Architects "Young Architect of the Year" award, but it was probably for volunteering to do things that others wouldn't, shouldn't or couldn't. I started my blog on January 14, 2010 to learn the technology behind how people are starting to communicate with one another. For the most part, I'm just a regular guy except I put my pants on both legs at once (it's just faster that way). I don't take myself too seriously but I have a great deal of pride and a teeny tiny competitive streak. I actually take what I do seriously but I try to find a way to have fun while I'm doing it.



You've said that you wanted to be an architect before you knew the profession existed. Can you expand on that and tell us what it is about architecture that you love so much?

When I made that statement, or rather when I was conscious of that as a five year old, there wasn't anything about architecture that made me want to do it. There was an awareness that buildings existed and I thought that buildings were cool things. I never wanted to be an astronaut or a fireman. I always wanted to be the person that created buildings. I didn't know that was a job. When I was five I thought these things just existed. It didn't occur to me at the time that people regularly made new buildings. I never say that part because it makes me sound like a stupid five year old. Now as a forty-something year old adult – the thing I like about it is the nature of the relationships that it can create with the people that you work with. The first ten or twelve years of my career, I did institutional and commercial interiors and historic renovation projects. Once I began doing residential projects, I really enjoyed the organic nature of doing your job with the person for whom you are working with. You are actually sitting across from an individual that values the project, not just the financial aspect. Because of that they can appreciate it more.

You have amassed an impressive following for your blog, *Life of an Architect*. Since it reads very candidly, did it start as a personal diary of your career development?

You now, it didn't. In the beginning it was just a way to learn something new. I had a conversation with a friend of mine and in the span of that brief conversation I heard a bunch

of words that I had no clue to the meaning of. I just felt technologically irrelevant. Working at the same place using the same software and solving the same problems, I felt passed by. So I decided that I was going to do this just to learn something new. The truth is, I still had a lot of work to get done. So I never set out to write posts that required a lot of research or analysis. They were all opinion pieces that I could just sit down, open a document and start writing exactly what I was thinking. That sounds exactly like a diary, but it really wasn't. It was actually because I didn't want to do any research. That's really why it started out the way it did. I made a conscious decision and it's this idea that there is a group of people ready to judge you – to have no concerns about being judged by my peers, because it's going to happen. But more times than not, there will be people that are going to support you for the stupid thing you may have just done.

Have you ever revisited blog posts to reflect on your progression since *Life of Architect's* inception?

It's embarrassing to say this, but yes, all the time. Sometimes it's just to monitor growth. Now that it's been five years, it's getting hard to come up with topics. A lot of my posts were structured as "lessons learned" because I didn't have anything else to write about. Others were user submitted content that triggered an idea for a story I could share. At times I'll go back and re-read entries and think, "wow, that's so much better than what I'm doing now." It's not that I'm patting myself on the back. There's more of a hopefulness to it that leads me to believe that maybe in five more years I will look back at what I'm writing and think, "Oh yeah, that's a lot better than I actually remember it being."

What effect has Life of an Architect had on your career thus far? Have there been personal or business relationships fostered from it?

Yes, there actually has been quite a bit. Residential clients are pretty savvy. When they get ready to hire an architect they tend to go online and do research. They look at your website and visit your online portfolio. They might do this for two or three different firms or more. But invariably they stumble across the *Life of an Architect* site. If they're thinking about hiring an architect there's a lot of information on that site that will draw you in. It's easy to go down the rabbit hole. If it gets to an interview, they feel like they already know me and what I would be like to work with. There are a lot of articles out there that indicate who I am, how I think, what my sense of humor is and what my personality is like. For better or for worse, I'm sure it's been as negative as it is has been positive. However, I'm completely unaware of the negative stuff because we won't get called in that scenario. Over that last year we've gotten a considerable amount of work as the result of it; which is interesting because that was never the goal. I actually have to be conscious of that now so that I don't accidentally change what I do because there's a business opportunity that I might be squelching. In the past I wouldn't have thought about it. I would have just done it. It's served me pretty well so far.

In the brief conversation I had with you before our interview, I get the sense that you are very generous with your time? What professional organizations are you involved with outside of your firm?

I got out of school in 1992 and became a member of the AIA in 1995. It wasn't long after joining that I got involved in my first committee. It was called the Ken Roberts Memorial Delineation Competition. Around here, it's just known as K-Rob. I sat on that committee for a couple of years and I served as Chair for it. I had a great experience while serving on that committee. Following that I did the Gala committee, which at the time was AIA Dallas's largest fund raising effort for the year. I also did the Home Tour here in Dallas. Following that I joined the Texas Society of Architects, which is the state level component of the AIA, on their Digital communications committee. I'm currently chairing that this year. Last year I was the director of communications on the executive board for the Dallas AIA. In 2015, I will be their director of communications for their executive committee. I've been involved a lot in my career.



What are some of the benefits you have found when getting involved outside of your firm?

A result of being involved is that often times you are surrounded by the movers and shakers of various firms. They begin to know who you are, become aware of your capacities and that you're responsible. These are personal traits as an individual that demonstrate that if you treat volunteering so professionally it's likely to spill over into your job at the office. By being involved you could be talking to the person that does the actual hiring at their firm. It made things a lot easier for me. You know, every time you take a job, you think it's going to be the last job you'll ever have. I never got involved as a means for networking in that regard, but it's certainly benefited me because the architecture profession is not that big. I think I saw last night that there are around 85 thousand licensed architects in the AIA for the entire country. Contrast that with the city of Los Angeles that has about 300 thousand lawyers. So, once you get involved, the community of architects gets even smaller and the camaraderie gets even better. It's not just my co-workers at the office anymore. It's people in other cities and states that I get a chance to see when Convention rolls around. I'm not just getting my credits, but also catching up with people that are genuinely my friends. If I weren't involved in the AIA, those experiences would be drastically different.

You're an architect with a family. How do you balance work and home life?

It's a hard balance to have. In our office we have nine people. We make a big deal of saying that you show up for work, work your time, work efficiently and then go home. We don't have a long hours culture in our office. There are three partners here, the oldest is in his mid-fifties, I'm in my mid-forties and the other is in her mid-thirties. Michael and I have kids. He has kids that are in seventh and ninth grade. I have a daughter who is in fifth grade. I have a lot of outside obligations that I have to tackle. I want to go to her swim meets and school productions; it's important for me to be a part of her life. Our firm respects that. In addition we put a lot of value in volunteering and allow our people to be involved. It's not a situation where we say, hey you're going to have to make up your time for making a chapter meeting. We don't have that obligation. We pay for everyone to go to the state convention. If you've been with us for longer we pay for you to go to the National Convention as well. We allow these interactions with family and professional organizations because we know that it's going to make them healthier and happier. In turn, we do see the benefit.



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Given how ubiquitous social media has become, how important do you think it is for young architects to participate and develop a personal brand?

When I started this, I don't think social media was even a word yet. It's real easy to make it into a colossal time suck. It doesn't make you the most productive individual if you stay up with it. When I started, the recession had hit and the profession was really in a down turn, so I had a lot of time to develop it and create a following by engaging with people. As things have gone back to normal, I make less and less time for it. That's not to say it isn't valuable; there is value to it, it's just not a priority anymore. I still write the blog because that seems to be paying dividends in many ways. The amount of time I spend on Twitter and responding to emails about the blog has gone down tremendously.

Is being elevated to the College of Fellows a goal of yours? If so, have you actively taken steps to achieve that end?

It is and no, I have not. The last couple of years I've had a bunch of Fellows approach me and tell me that I should. And a lot of that is because of what the blog has become and how it has affected me. When it first came up I was forty-two years old and I thought that was too young to be considering it. Right or wrong, I've always looked at the College of Fellows as older and distinguished individuals that have accomplished a lot of their career. I thought, I'm too young for this – I'll think about this when I turn fifty. But, it keeps coming up so at some point I'll probably ask someone a question about it. I really don't know what's involved in that process. I just hear that it's a lot. The answer to the question of having actively taken steps to that end is, yes and no. Several years ago, I met with the executive director of the AIA Dallas Chapter and asked her advice on that professional goal. The short version of her answer was that people need to know who you are because ultimately they will be voting on your submission. It did shape my involvement initially but as time went on, I stayed involved because I enjoyed it and not what it could do for my career.



What advice can you give Young Architects that may have similar aspirations such as yourself?

There are two things that I tell people; one- get involved. I don't care what it is, just do something. The other is to have a hobby. I'm amazed at how many architects I know that don't have a hobby. Their hobby seems to be not working. Part of that advice is just trying to become a well-rounded individual. ■



A.J. Sustaita, AIA

is a Project Architect and LEED AP at Corgan in Houston, TX. He is also chair of the Intern/Associate Network for AIA Houston. He can be found on twitter using @ajsustaita

DOING WELL BY DOING GOOD

AN INTERVIEW WITH BRIAN MALARKEY, FAIA



Brian is an Executive Vice President at Kirksey Architecture in Houston, Texas where he is the team leader for the interior architecture department. In 2010 he was awarded with the AIA National Young Architect Award and the following year, Brian was elevated to the College of Fellows

What first inspired you to become an architect?

It's funny- I actually sort of fell into architecture. I did have a very influential art teacher when I was in High school. If it weren't for her I probably wouldn't have applied to study architecture in college. My original plan was to study marine biology at UCSD. At the time, my parents were going to be moving back to the United States to Texas. After looking at several schools, I ended up attending Texas A & M and was blown away my first semester because I couldn't believe you could actually go to school for such fun work. I graduated in '91 and because I walked away with a four-year degree I had to work a little longer before I could get my license. I believe it was 2000 when I became a licensed architect. The original plan was to go back to graduate school, but after landing a job here at Kirksey in the design department I re-evaluated and decided that I had too good of thing going and didn't want to give it up.

Which professional associations have you been involved with thus far in your career?

During my time as a Young Architect I ended up serving on multiple boards. The AIA board, the Citizens Environmental Coalition Board, the USGBC board for the local chapter here in Houston. I also ended up doing a few national things like the IIBA Sustainable Task Force.

In your experience, what is the best way to develop the leadership qualities and/or skills that are necessary for a successful career in architecture?

I would say that it's very important to engage in the community and professional associations so that you can step outside of the comfort zone of your office and meet new people. That is the best way to hone your leadership skills. Get out there. Most emerging professionals are not going to get those skills right away working at an architecture firm. You have to volunteer to hone those leadership abilities that will benefit your career. Putting yourself out there will bring out those qualities sooner rather than later.

Your situation is unique in that you were elevated to Fellow just a year after receiving the YA Award. Tell us about that experience.

I first received the Young Architect Award (YAA) from the local Houston chapter and after that I decided I would put together my submission for the YAA on the national level. This was with the help of a mentor of mine, Donna Kacmar, FAIA whom I met at A&M. Donna was actually a T.A. in one of my courses. For my submission, I actually had quite a bit to document, given how active I was in the green building community at the time. I co-founded the local chapter of the U.S. Green Building Council. With that focus I created an eco-services group at Kirksey and went on to do a number



Shell Downstream Headquarters

This 40 floor interiors project features multiple conference centers, a clinic, a visitors center, gaming lounge, and fitness center.

of LEED firsts in Houston, including LEED for new construction, commercial interiors, existing buildings and core & shell. I had a lot of good metrics and submittal information when I decided to go after the award. In fact, I was told by several people that my submission read just like a Fellowship application. Their advice to me was to take advantage of it and strike while the iron was hot. It did need to be a bit more focused because the fellowship submission is a lot more detailed. Through that encouragement and with the information that I had already organized for the YAA submissions I took everything and brought it up to the level of detail that's required for Fellowship. Getting the YAA and being elevated to the College of Fellows soon after was really only the result of my applying for the Young Architect Award in my last year of eligibility.

Was being elevated to the College of Fellows a long standing aspiration that you worked towards or was it more of a natural progression?

It was a natural progression. Once I started on the path for the YAA in Houston and subsequent National level, I had mentors like Donna encouraging me to apply for Fellowship. At that point I had held several leadership positions within the AIA, including chapter president in 2008. Being around that culture I was encouraged by my peers to go for it. I wouldn't say that in the very beginning of my career that I decided I would one day be a Fellow. I would love to say I was that ambitious but I was just more concerned with trying to make a difference in Houston.

What role did mentorship play in helping you achieve the YAA and ultimately being elevated to the College of Fellows?

I had tremendous support along the way from my firm, Kirksey. The time spent volunteering and getting Kirksey's name out there has paid off in a big way. We have a very strong reputation as a green firm. In terms of mentors - I had some great ones like Donna Kacmar whom I mentioned earlier. Donna was always five steps ahead of me so in most cases I just modeled my behavior and ambition around what she had done before me. She spent a lot of time with me on my different submissions; most critically on my submission for Fellowship. Donna was amazing in that she would proof read what I did and make suggestions to help me improve my application. There are also others, Barrie Scardino Bradley was a big champion of mine when she was an executive director at the AIA. Rives Taylor, FAIA was pushing the sustainability wagon before I was pushing it. Brian Yeoman was another strong advocate for sustainable design before I got involved. It's really been a long line of people that have passed on this torch and moved it steadily forward here in Houston.



What advice can you give young architects that are looking to follow your example of leadership on our profession?

Very early on in the sustainable design movement I attended a USGBC conference here in Houston (before it was called Green Build). As I looked around at the attendees, I saw a large group of people that were doing well by doing good. I thought - that's an awesome combination! Doing something you're passionate about, making a difference and having people seek you out is a win-win. So, I encourage emerging professionals to get involved outside of their firms. You're going to make connections that will prove valuable on several different levels. If you don't know what you're interested in, know that you don't have to make a mark specifically in architecture either. You can make a difference in your community applying the skills of an architect. There are entire categories in Fellowship that have nothing to do with architecture. For example, David Robinson, FAIA has dedicated his career to politics and now we have a council member at large here in Houston that is an architect. Find something that you love and are passionate about. ■



A.J. Sustaita, AIA

is a Project Architect and LEED AP at Corgan in Houston, TX. He is also chair of the Intern/Associate Network for AIA Houston. He can be found on twitter using @ajsustaita

#yafchat



@AIAYAF [Moderator] Here we go #emergingprofessionals! Time for #yafchat! Topic: Skills for architects in a 21st century profession - & what does the future hold?

@AIAYAF [Moderator] I'll post questions with Q1, Q2, etc - tag your responses today with A1, A2, etc #yafchat



@AIAYAF [Moderator] **Q1:** What do you think our greatest strength is as a profession? #architecture #yafchat



@PlusLab (Illya Azaroff) A1 - The profession dwells in 19c practices and ideals, not embracing the culture of our time, the opportunities innovation offer #yafchat



@ianmerker (Ian Merker) A1 - We're the problem solvers in the construction industry - the rest are just number crunchers #yafchat



@egraia (Emily Grandstaff-Rice) A1 - Where do I begin? Everyone uses #architecture. Everyone needs #architecture. Not everyone understands #architecture #yafchat



@Bkasdan (Ben Kasdan) A1 - #Architecture's greatest strength is its creative problem solving. #Design literally solves the world's problems. #yafchat



@falloutstudio (Jamie Crawley) A1 - Thinking big (biggest strength and weakness) #yafchat



@rico_w (e) A1 - I feel our prestige and reputation as creative problem solvers are a huge strength to our profession. #yafchat



@ENYA_AIANY (Emerging NY Architect) A1 - The strength of #architecture is the ability to translate visions into reality, whatever form that may take



@AIANYDI (AIA NY Diversity) A1 - Greatest strength is the ability to influence change and built form for the PEOPLE through design thinking in #architecture



@TedDuArte (Ted) A1 - Having the ability to understand the human mind. Master that and you're half way to perfect balance in #architecture. #yafchat



@AIAYAF [Moderator] **Q2:** What is your greatest frustration with the architecture profession today? What needs to change? #yafchat



@PlusLab (Illya Azaroff) A2 - Architects are agents of change; leaders in adaptation synthesizing a wide range of parameters to create places that define culture #yafchat



@BKasdan (Ben Kasdan) A2 - The myth that #architecture is a singular act by 1 person. No more Howard Roarks. #yafchat



@AIAWichita (AIA Wichita) A2 - Very hard to adapt changes to a profession that's been around as long as we have. #yafchat



@ianmerker (Ian Merker) A2 - We need public recognition as problem solvers and our services deemed necessary and valuable. @AIANational marketing can help #yafchat



@falloutstudio (Jamie Crawley) A2 - Flexible in principle, but not in practice as a profession -- but signs this is changing too #yafchat



@nyvarch (Vanessa Alicea) A2 - The profession needs to be more inclusive and diverse. The value proposition of Architects TODAY need to be repositioned #yafchat

Moderated by the
2015 AIA YAF Chair Virginia Marquardt and hosted
by the AIA **Young Architects Forum (YAF)**. The
yafchat for the month of November focused on
21st Century Leaders

2,025 Twitter Followers

AIA YAF Monthly Tweet-up
19 November, 2-3:00pm Eastern Time

Theme: **21st Century Leaders**
Hashtag: #YAFChat



[@AIANYDI](#) (AIA NY Diversity) A2 - #Architects need to be involved/vested in their communities and projects. We need more efficient and sustainable business models



[@AIAYAF](#) [Moderator] **Q3:** Do you feel YOU are creating change in the profession? If so, how? #yafchat



[@PlusLab](#) (Illya Azaroff) A3 - Everyday I strive for innovation practice & lead by example, redefining what architecture is and can be among my peers and colleagues #yafchat



[@ianmerker](#) (Ian Merker) A3 - I could do better to change, but I'm risk averse. Good design breeds change and I feel guilty when I don't push the envelope. #yafchat



[@egraia](#) (Emily Grandstaff-Rice) A3 - I'm still an #architect after 15 years in the profession. That in itself is a positive. See [@Miss32percent](#) #bethechange #yafchat #equity



[@rico_w](#) (e) A3 - Yes. Yes, knowledge, information and communication by social media has changed a lot in our firm the past two years. #yafchat



[@BKasdan](#) (Ben Kasdan) A3 - Every #design is an opportunity to make the world better #yafchat



[@AIAYAF](#) [Moderator] **Q4:** What is the greatest difference between the practice of architecture now versus 10 years ago? #yafchat



[@PlusLab](#) (Illya Azaroff) A4 - No, quite the opposite. Home is for family I believe in a clear separation of work and home is healthy. Relevance? See P2 #yafchat



[@PlusLab](#) (Illya Azaroff) A4 - P2 Relevance through social good, building equity in all projects and clients rather than a turn key approach #yafchat



[@ianmerker](#) (Ian Merker) A4 - We did 2D dwgs and hand made models and charged % of construction cost and not lose our shirts. Now it's all 3D @ Flat fee/T&M



[@rico_w](#) (e) A4 - Better Hairstyles! ;) Seriously though, the SPEED we get information and in turn are expected to have results. #yafchat



[@egraia](#) (Emily Grandstaff-Rice) A4 - For me, less down time. Universal communications means that I am always connected (i.e. working). #aiayaf



[@AIA_NAC](#) (Nat'l Assoc. Comm.) A4 - Well I was in high school and I know that delivery has been a big change between documentation with DWG to RVT #yafchat



[@AIAYAF](#) [Moderator] **Q5:** What will be the biggest difference between today's traditional practice model & 15 years from now? #yafchat



[@PlusLab](#) (Illya Azaroff) A5 - Getting a hold of the technology as early adopters in each successive wave of innovation. Difficult, but pays off #yafchat



[@AIANational](#) (AIA National) How will the public and our clients view architecture in 15 years? Looking up from their smart phones will be a good start



[@egraia](#) (Emily Grandstaff-Rice) I read Helene's article about looking up more, but smartphones also give #architecture profession great access, too! #yafchat [@AIANational](#)



[@BKasdan](#) (Ben Kasdan) A5 - Technology changes, but I do not see #architecture practice changing much in 15 yrs. It should be more inclusive though. #yafchat

#yafchat



[@IanMerker](#) (Ian Merker) A5 - I expect that the visioning side will increase - more people not knowing what they need, especially in offices and classrooms #yafchat



[@AIAYAF](#) [Moderator] **Q6:** How does a firm of the future leverage technology in creating and communicating design? #yafchat



[@rico_w](#) (e) A6 - I think in the future, when everyone has access to tech, the fact we're licensed will go up in importance. #yafchat



[@AIAnwpr_YAF](#) (Shannon Peterson) A6 - Social media! I can barely keep up on all my non-work emails. #NACYAF



[@ianmerker](#) (Ian Merker) A6 - Share visualizations with clients, especially those with layman directors that authorize your work #augmentedreality #yafchat



[@branngin](#) (Virginia Marquardt) A6 - How will our workplace environments need to change, too? From corporate to co-creating ones that foster a sense of community? #yafchat



[@BKasdan](#) (Ben Kasdan) [@branngin](#) #Architects have been #architecting for millennia and will continue to do so. Tools change, the creative process won't. #yafchat



[@AIAYAF](#) [Moderator] **Q7:** How does a firm of the future celebrate and leverage diversity of its employees, clients and projects? #yafchat



[@PlusLab](#) (Illya Azaroff) A7 - Time has accelerated in all aspects of practice, potentially eroding respect for process, work/life balance and delivery schedules. #yafchat



[@AIANational](#) (AIA National) A7 - Engage with the community! #illookup



[@nyvarch](#) (Vanessa Alicea) A7 - #ARCHITECTS need to stop talking to Architects and start talking to the public / Others. Social Media allows for this to happen #yafchat



[@mikemense](#) (Mike Mense) [@jon_galbraith](#) [@nyvarch](#) SO take a run at describing those skills in words lay people can understand #yafchat



[@nyvarch](#) (Vanessa Alicea) [@mikemense](#) #Architects can Translate visions into reality. Our strength is when we do this with the people, not for the people #yafchat



[@rico_w](#) (e) A7 - I think the firm of the future, run by millennials, diversity of its people, clients, and projects will come naturally #yafchat



[@AIANYDI](#) (AIA NY Diversity) A7 - #FirmCulture needs to allow for #lifework balance and creativity for improved #workflow. Not focus on production. Time is money



[@AIAYAF](#) [Moderator] **Q8:** Is it important to integrate work home, and society? How do you create relevant impact in those areas? #yafchat



[@PlusLab](#) (Illya Azaroff) A8 - office of one power of many: open seamless network of experts gather to create a specific project & dissipates until next #yafchat



[@ianmerker](#) (Ian Merker) A8 - Attend community meetings or join a design/planning review board. Our cities are better off with architects in charge! #yafchat



[@BKasdan](#) (Ben Kasdan) A8 - #architectlifebalance: #architects shouldn't be expected to work all the time. Allow for meaningful impacts outside of work, too. #yafchat



About the Moderator
Virginia Marquardt, AIA

is a senior associate at DLR Group's Santa Monica, CA office. She has 16 years of experience leading educational, justice, and municipality teams as a project manager and architect. She is the 2015 Chair of the Young Architects Forum National Advisory Committee of the AIA.



[@ErinMJennings](#) (Erin Marie Jennings) A8 - not just important- it is essential #yafchat



[@AIAYAF](#) [Moderator] **Q9:** What skill should you acquire to be successful 15 years from now? #architecture #yafchat



[@branngin](#) (Virginia Marquardt) A9 - - It's all about communication!!!! #yafchat



[@rico_w](#) (e) A9 - Oddly enough..I think in 15 years the ability to sketch & render by hand is going to make you look like a wizard. #yafchat



[@ianmerker](#) (Ian Merker) A9 - Get leadership skills to be relevant in 15yrs. I look forward to being obsolete in some aspects of production #yafchat



[@BKasdan](#) (Ben Kasdan) A9 - It's all about communication and leadership. Find opportunities for speaking, writing, and leadership. #yafchat



[@AIAYAF](#) [Moderator] **Q10:** What advice would you offer #emergingprofessionals to prepare for the #architecture profession 15 years from now? #yafchat



[@PlusLab](#) (Ilyia Azaroff) A10 - embrace robotics, technology and process over production. Those will lead to lean delivery methods and flexible practice #yafchat



[@BKasdan](#) (Ben Kasdan) A10 - #emergingprofessionals should be open to learn new things and save money for the future. Recessions are brutal for #architects! #yafchat



[@egraia](#) (Emily Grandstaff-Rice) Get engaged, learn to communicate, create the profession you want to be a part of. #AdviseForFutureArchitects #yafchat #BeTheChange



[@rkitekt](#) (Adam Palmer) Take out the earbuds, learn the business, be a leader, mentor others, and network, network, network! @AIAYAF #yafchat

MIGUEL RIVERA, FAIA



Miguel Rivera, FAIA

obtained his Bachelor's degree at the University of Puerto Rico School of Architecture. After earning his Masters at Columbia University, he became an associate at Mitchell/Giurgola Architects in New York City. Co-Founded Austin-based Miró Rivera Architects in 2000.

Jeff Pastva, AIA of YAF *Connection* recently interviewed Miguel. What follows are excerpts of their conversation.

Was Fellowship ever a goal early in your career? Or was it an opportunity that presented itself farther down the line?

MR: Fellowship was not a goal. The Fellows I knew were Architects that I admired, respected and had accomplished so much during their careers. Romaldo Giurgola, FAIA and Charles Gwathmey, FAIA in NY, Fred Schwartz, FAIA my sponsor and Luis Flores, FAIA in Puerto Rico, are some of the architects whom I worked for, and to be in the college of fellows with them was a very distant idea. Now it is both a reality and an honor.

What were the key accomplishments attained between the Young Architect Award and Fellowship?

MR: The main accomplishment has been the work we have done at Miró Rivera Architects. Our work speaks for itself and is a reflection of who we are and our creativity. We have received the Firm Achievement Award from AIA Austin, numerous AIA awards, and the Emerging Architects Award from AR in London.

Was Fellowship a natural progression or did you change your trajectory in order to attain it?

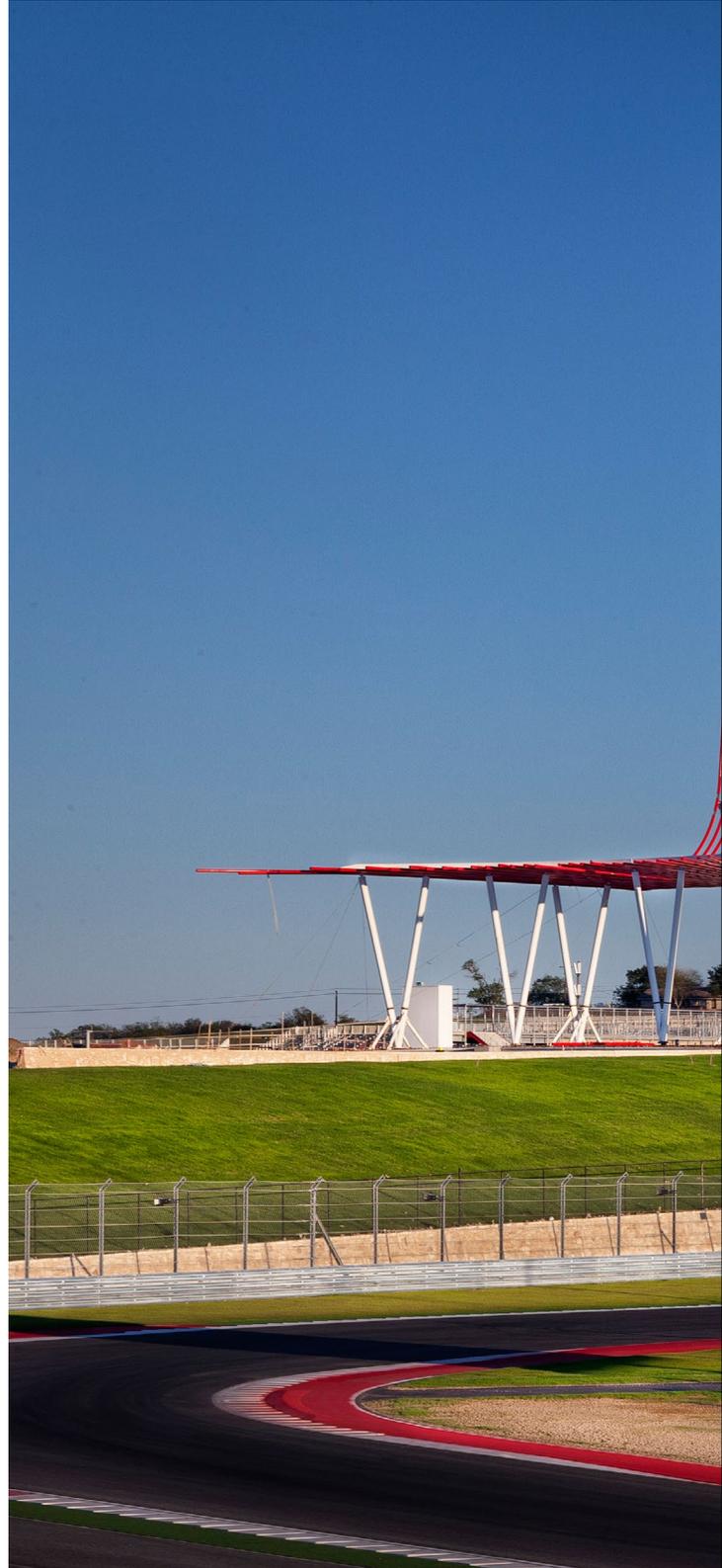
MR: It was a natural progression. We just concentrated on doing our work with passion. The consequences of that effort came naturally.

What were the key projects you worked on early in your career?

MR: More than key projects I would say it was key people I met that have, in one way or another, positively shaped or influenced me.

Of the projects you did work on, do you attribute any of it to being named a YA Award winner?

MR: There was no specific project, no brilliant competition win, not any one thing. But a compilation of all around accomplishments. When I submitted my application there were 5 projects that were representative of my body of work.



...to create responsible architecture that responds to its context, addresses basic human needs, is beautifully crafted and has longevity and presence.



Photo by Paul Finkel - Piston Design

DESIGN



Photo by Paul Finkel - Piston Design

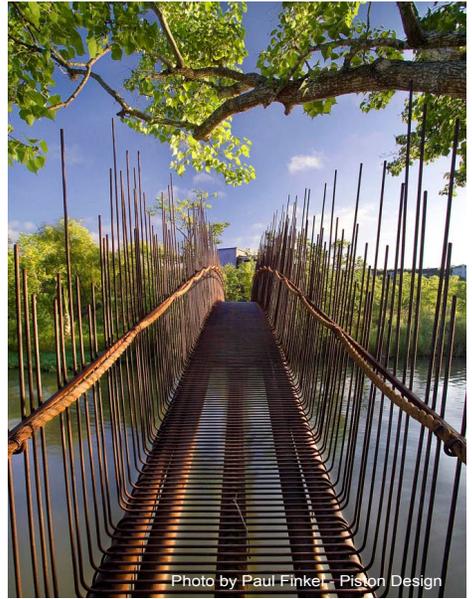


Photo by Paul Finkel - Piston Design



Photo by Paul Finkel - Piston Design



Photo by Patrick Wong - Atelier Wong Photography



Photo by Paul Finkel - Piston Design

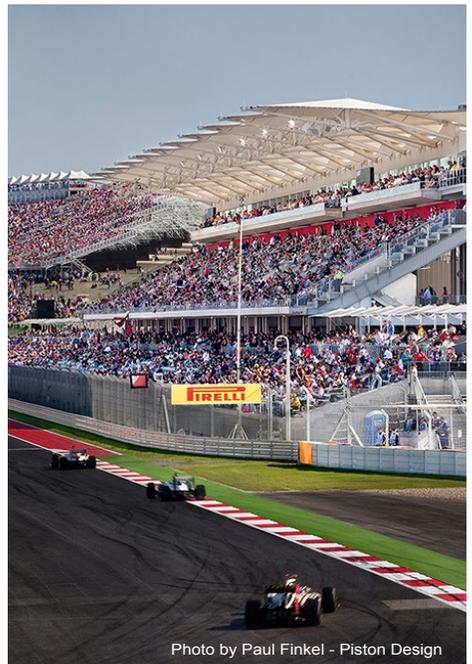


Photo by Paul Finkel - Piston Design



Photo by Paul Finkel - Piston Design

What were some of the leadership positions you held? Were there any outside of the AIA?

MR: I was the Chairman of the design awards committee of the NYC Chapter and part of the Columbia University Trustee Nominating Committee representing the school of architecture. I have been a member of design awards committees in Texas, New York and Puerto Rico. During school I was president of the student council of the school of architecture and even the president of the board of directors of my apartment building in NY. In all cases I got involved because I saw the potential for change and therefore, improvement.

Are there any recommendations you have for Young Architects trying to get ahead in their career?

MR: There are many: be open minded, have a good attitude, be positive, humble, learn from others, stay involved with the profession and your community.

Are there any examples you can give of how you made the jump from being recognized as a Young leader to a Fellow?

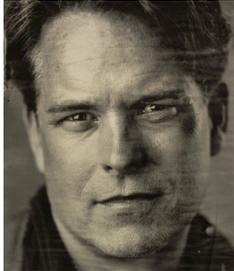
MR: It is not only important to stay connected with the AIA, but also to present your work to a wider audience. Both myself and my partner, Juan Miró, are Fellows; by focusing our attention on national and international recognition through numerous publications, awards, exhibitions and lectures, we were able to validate our contributions to the field in a way that is necessary for Fellowship. ■



Jeff Pastva, AIA

is the 2015-2016 Communications Director of the Young Architects National Advisory Committee of the AIA, the Editor-in-Chief of YAF CONNECTION and a Project Architect with JDavis in Philadelphia.

PATRICK TIGHE, FAIA



Patrick Tighe, FAIA, FAAR

Patrick Tighe is Principal and lead designer of Patrick Tighe Architecture. The firm is committed to creating an authentic, contemporary Architecture informed by technology, sustainability and building innovation. Since its inception in 2004, a strong and diverse body of projects has been realized that includes city developed affordable housing, commercial, mixed-use projects, civic art, installations and residences.



Photo courtesy Patrick Tighe Architecture

Leadership comes in many shapes and sizes. In the arena of the Young Architect Award however, it closely mirrors the qualifications of the AIA's College of Fellows loosely defined by the following categories; Design, Education/research, Institute Leader, Service to the public, Service to society. While many who win the award are well rounded in a number of areas, each winner generally falls into one of the clearly defined bands. 2006 was no exception. YAF Connection caught up with one of the winners, Patrick Tighe, FAIA, who was recognized primarily for the advancement of design.

Winning awards and elevation to Fellowship are accomplishments that many in the architecture community would consider highly successful achievements in their career. A little over a decade into starting his own practice, Patrick Tighe, has found success time and time again. But during our investigation into what makes a practice successful, we were reminded that many have different definitions of what success is. Here's his:

"It [success] is very subjective and depends purely on the individual. I am a firm believer that you need to make your own bed, so to speak, and determine what you want to get out of a career or decision. The profession has a great variety, so there are many options one can choose."

While Patrick had a very successful early portion of his career (in his own definition), at a certain point it was time to strike out on his own. He was very effusive of the experience that shaped him as an architect and a person.

"My biggest take a ways from my time at Morphosis was the ability to work with and for great architects, the work ethic and the way of thinking. It carried through to my current practice."

Even if you are prepped for success with a highly respected design firm, high quality education and the drive to succeed, there are still some ingredients one can add to the recipe for success. Two of the recurring pieces of advice: Involvement in the AIA and small projects that help showcase design. Patrick followed both of these strategies. For example, he started his practice with residential

projects, primarily because he could quickly and successfully build a body of work. He was also involved in the local AIA chapter (Los Angeles) in multiple capacities. His involvement continues to this day as a member of the Board of Directors, but one of his early impacts was felt during his tenure on the Education & Academic Outreach Committee. He was one of the founders of the annual 2x8 Exhibition, an event that invites eight local architecture schools to submit two projects that are representative of their best work. What started as eight invitations to the LA metro area has now grown to include approximately 25 throughout the state of California. It has been deemed important and integrated enough into the community that an endowment has been created to continue the dialogue.

In addition to aforementioned tenets, Patrick has added a third dimension to the conversation: his early Pro Bono work. He credits it to securing one of his first clients and helped him start his practice, but acknowledges it can be challenging to donate time and resources at the start up phase of a business.

"When I got my start in the space, I worked closely with a non-profit developer to design a community center. The scope was limited to schematic design, but it helped to build some early relationships. We constantly wrestle with not completely giving away design services and finding the balance between give and take that can be mutually beneficial."

Since he has been able to successfully navigate the delicate balance, the risk has paid off. He now counts pro bono work as a percentage of all his work and many clients seek out his firm based on the past body of well-designed buildings.

While his current practice has hit its stride with a number of critically acclaimed built works, he admits that there is always room for growth. So he has been proactive in going after projects the firm doesn't have experience in to ensure that the process and methodology stays fresh. Aside from assuming challenging projects, he has a few tips of advice for success:

**Manage Effectively
Hire Great People
Work Closely with the Team**

It [success] is very subjective and depends purely on the individual. I am a firm believer that you need to make your own bed, so to speak, and determine what you want to get out of a career or decision.



Photo courtesy Patrick Tighe Architecture



Photo courtesy Patrick Tighe Architecture



Photo courtesy Patrick Tighe Architecture

Management and hiring practices are difficult to give concrete examples of, but regarding “working with the team”, Patrick was able to paint a clearer picture. He finds there are many ways to be involved without having to do everything. For example, he reviews all the drawings that come out of the office. Many times he draws over them by hand and challenges his team to find multiple ways to represent an idea. He feels that as long as he communicates effective direction, he becomes part of the iterative process.

On attaining Fellowship, he had an interesting story, but with a common thread: He only wanted to go through the process once. So when his peers approached him on the design awards committee, he wasn't sure if it was the right time. However, he already had a strong body of built work and being invited before he was technically eligible was a testament to his precocious ability. Lucky for him, he applied in 2010 and was elevated on the first try in 2011. It was in the Design Category. And while the type of work was similar to the Young Architect application, it was immeasurably different because it was a much larger body of work.

Success may be a subjectively measured mechanism, but by all exterior rubrics Patrick has attained what has widely been regarded as success. He has also attained it by staying true to his beginnings since the majority of his work has been in the affordable housing sector. I think it's safe to say that he has made his own bed. ■



Photo courtesy Patrick Tighe Architecture



Photo courtesy Patrick Tighe Architecture



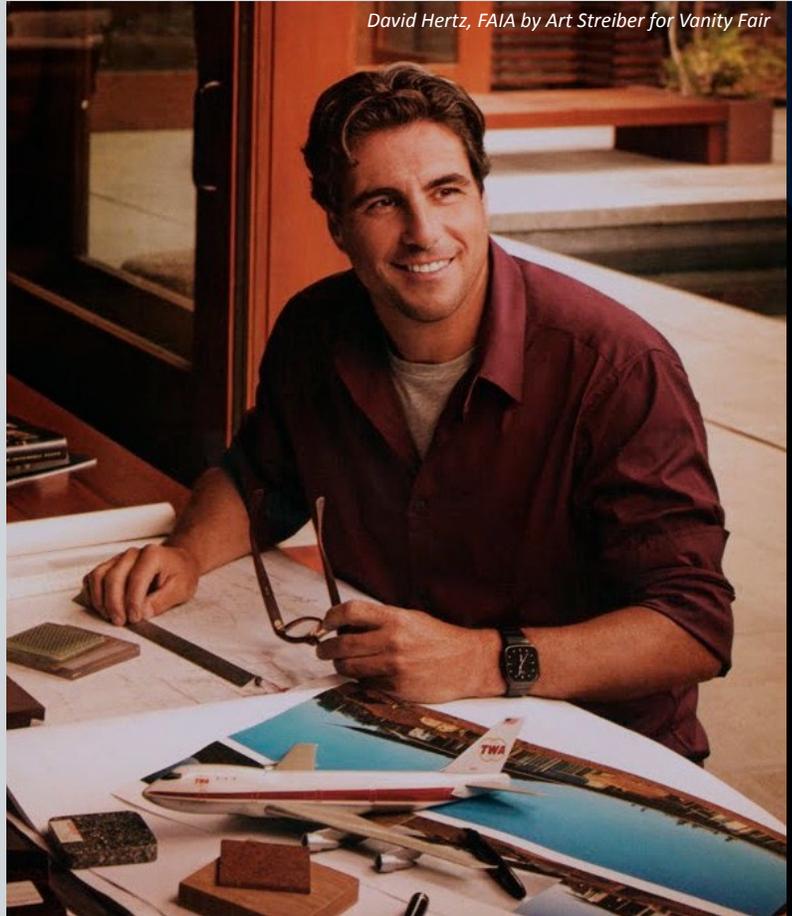
Jeff Pastva, AIA
is the 2015-2016 Communications Director of the Young Architects National Advisory Committee of the AIA, the Editor-in-Chief of YAF CONNECTION and a Project Architect with JDavis in Philadelphia.

DAVID HERTZ, FAIA

AN AIA MEMBER EARLY ELEVATED TO FELLOWSHIP REFLECTS ON COMMUNITY INVOLVEMENT AND RESEARCH IN THE PROFESSION

Exploring construction sites as a kid and hanging out in college architecture studios while in high school is bound to give you a head start on achieving excellence in the profession. David Hertz, FAIA attributes these experiences to his being the youngest architect to be elevated to Fellowship (at the time).

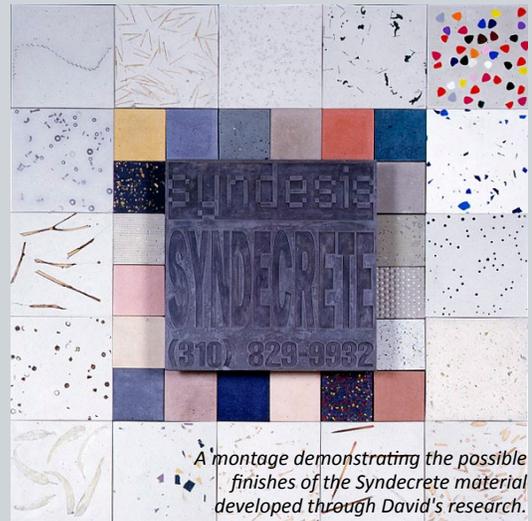
As a teenager in Malibu in the 1970s, one of the things he did for fun was trespass onto construction sites of custom luxury homes. *In one instance, the contractor caught him, and he ended up getting the contact information for the architect, John Lautner, FAIA.* Lautner allowed him to work in his office for a time. As was typical for young interns, most of his duties involved answering the phone and he went unpaid. However, seeing the drawings and models in production and answering calls from potential clients worldwide was ample inspiration to pursue a career in architecture. "I was sitting in SCI-arc classes in high school," says David. He ended up enrolling in the college and earning a Bachelor of Architecture. "My first house was completed at 21." He opened his own firm within a year of graduating.



David Hertz, FAIA by Art Streiber for Vanity Fair

What set David apart from other custom residential designers was that his practice focused on product research and development. *"We had a multidisciplinary firm from the start. We were fabricating concrete furniture and other fixtures."* David's formula for a lightweight concrete with recycled aggregate, dubbed "Syndecrete", became an advantage to sustaining the practice and forwarding his design concepts. The technology was sold to an investment company in 2006, and was incorporated into Eldorado Stone products. "I don't make [products] myself anymore, but the holistic approach between suppliers and developers is still part of the practice".

David's elevation to fellowship was in the research category. The research and development of the building material he uses in his work is balanced with teaching. He is a regular course instructor with UCLA and guest lectures at USC and SCI-Arc. Within that capacity, he has encouraged future architects to look differently at material usage. "Teaching has been tremendous in terms of giving back to the community. I learn from the students as well - it's real symbiosis."



A montage demonstrating the possible finishes of the Syndecrete material developed through David's research.

Restorative architecture doesn't have to shape a building form.



747 Wing House
Studio of Environmental Architecture

Repurposing materials is an additional focus of David's work to "lessen the impact of the built environment on raw material usage". David's recent exploration of repurposing a 747 aircraft in a custom home has garnered much attention in the media. Though the use of the aircraft wings are prevalent in the 747 Wing House, David purports that what he calls restorative architecture "doesn't have to shape a building form." His next repurposing project will involve a ship's hull.

When asked about the value of the AIA, David hopes that membership would mean more to the profession and the public than being synonymous with licensure. AIA architects should set themselves apart with community involvement. "I've served over ten years on the Santa Monica Task Force on the Environment." He also suggested that mentorship is key to more members being elevated to fellowship at an early age. "A lot of my clients wanted to be architects, but were discouraged at some point... The AIA should have more programs that partner professionals with high school students and earlier."

Fifteen years from now, David expects digital visualization and fabrication to expand. "I was raised with drafting tables and took the [licensing] exam on vellum." He is concerned that the expansion could have "unintended consequences as the individual becomes disconnected from something as simple as a rendering." However, as a positive advancement, he points to the 'Magic Box' at SCI-arc, which will provide research of digital fabrication at full construction scale. As for the future of his own practice, David likes it just the way it is. "I don't want a big office or big competitions." ■



Ian Merker, AIA

is an architect at Rainforth Grau Architects in Sacramento, CA and YAF Regional Director for Northern California.



COFFEE WITH AN ARCHITECT

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NOT IN MY NEIGHBORHOOD

From: Traditional Home <xxxxxxx[at]aol[dot]com>
To: Modern House <xxxxxxx[at]squarespace[dot]com>
Subject: Re: Suggestions for your facade

Dear Modern Home,

I realize that your home design across the street from me may be a commentary on the current state of the social economic environment we find ourselves in at the beginning of the 21st Century; however, I feel a more historic facade would be in keeping with the character of this neighborhood. After all, one does not need to abandon the lessons of the past in order to live in the present. The home I live in is historically charming, and still has all the comforts of the modern world. I even have a satellite dish (placed on the rear of the home of course). Obviously, modern conveniences do not need to conflict with an historic sensibility. Yet, your home has no charm at all. Your facade seems to scowl at me. Perhaps you could add more detail? I googled "brackets" and was surprised by the quantity of decorative eave options available. I would also recommend perusing the latest issues of Martha Stewart's "Home" magazine. Granted, her design style is regionally specific to the upper middle class, but still, there is real value therein. I particularly enjoyed the recipes featuring pumpkin seeds. Perhaps you could incorporate some of her ideas into your design? And, of course, shutters are always an attractive addition to any home. What are you trying to prove with all that glass anyway?

.....

Subject: Re: Re: Suggestions for your facade

Dear Traditional Home,

I am not trying to prove anything. I am simply living in the "here and now." Not everything in the past bears repeating. My grandfather was an alcoholic.

.....

Subject: Re: Re: Re: Re: Suggestions for your facade

Dear Modern Home,

I'm sorry to hear about your grandfather. But, keep in mind that "those who ignore the past are destined to repeat it." Also, I think you have too much glass on your house. I can see things inside.

.....

Subject: Re: Re: Re: Re: Re: Suggestions for your facade

Dear Traditional Home,

Are you implying that modernism causes substance abuse? Granted, you may have a point. But, I would ask that you refrain from looking into my private spaces. What I choose to do in my own living room is between my cats and I. You have no right to judge me. As a precaution, I've ordered custom retractable shades for all the windows that face your house. The shades are being shipped from Milan and should arrive in less than a year. In the meantime, I've installed a large portrait of Charles Eames in the front window. Do not look at it.

.....

Subject: Re: Re: Re: Re: Re: Re: Suggestions for your facade

Dear Modern Home,

I've spent some time studying the local sign ordinances and feel certain that the large portrait you have installed on the facade of your non-contextual dwelling is in violation of the zoning regulations. Please remove the "sign" immediately.

.....

Subject: Re: Re: Re: Re: Re: Re: Re: Re: Suggestions for your facade

Dear Traditional Home,

Per your request, I have removed the portrait of Charles Eames. In its place, I have displayed an enlarged photograph of Victorian scroll-work that was typically installed along the eaves of front porches in homes of your style. I have drawn a large question mark on the photograph, subtly raising a question: "Why was this part of the historic character of your home omitted, and by whom?"

.....

Subject: Re: Re: Re: Re: Re: Re: Re: Re: Re: Suggestions for your facade

Dear Modern Home,

I do not appreciate this assault on my good name. I have done everything within my means to faithfully recreate this home in keeping with the charms of a by-gone era. And, I have aspired to become a valued member of this prestigious neighborhood. Perhaps you should consider doing the same. How dare you belittle my character, and the character of this neighborhood with your flat roofs and your vacant stares?



*In this installment of **COFFEE WITH AN ARCHITECT**, Jody Brown recounts an **exchange of ideas** between homeowners. What starts off as a well meaning discussion, quickly turns into a heated debate of name calling.*

Jody Brown is just an Architect, standing in front of an ideology, asking it to love him.

.....

Subject: Re: Suggestions for your facade

Dear Traditional Home,

I think you've confused my vacant stare with a complete lack of appreciation for your colonial way of life. In the future, please consider parking your carriage in the rear of your homestead, near the smokehouse, or the pigsty. And, stop looking into my bathroom windows.

.....

Subject: Re: Suggestions for your facade

Mr. "so-called" Modern Home,

I, and my lawyers, have filed a motion to appeal the construction of your home based on numerous violations of the neighborhood appearance guidelines that I have recently begun drafting. Please cease all construction activities immediately.

.....

Subject: Re: Suggestions for you to screw off

Traditional Home,

Screw you. I will cease nothing. Construction on this home was completed 6 years ago. In fact, I reviewed the county records, and my home was completed 3 years prior to yours. You are blocking MY view. Please move your "home" to the left.

.....

Subject: Re: Suggestions for you to go to hell

Modern Home,

I will not move. Furthermore, this modernist aggression against my way of life will not stand. It will not stand, I say.

.....

Subject: Re: the burning of Atlanta

"Traditional" Home,

Jesus, Scarlett, have an iced tea. You sound like you're having the vapors. Perhaps you should rest a spell on your porch and fan yourself. You seem pale; a pale representation of a far, far better place.

.....

Subject: Re: DO NOT EMAIL ME AGAIN

Modern "Home",

You sir, are a monster.

.....

Subject: Re: Re: DO NOT EMAIL ME AGAIN EITHER

Dear Ms. O'Hara,

Stop staring at me.



Jody Brown AIA

Brown is an Architect and principal of Jody Brown Architecture pllc., in Durham, NC. His interests and the firm's portfolio is focused largely on urban infill, mixed-use, urban design, and urban renewal projects. In his 18-years of practice, he has built on his passion for planning and urban design; working on enhancing, adding-to, re-using, renovating, and sometimes creating-from-scratch the places where people meet, learn, play, and become inspired. His work is grounded in the belief that Architecture can save cities.

When he's not doing that, he can be found making fun of himself and his profession, and blogging about his ideals at – [Coffee with an Architect](#). Or, you can find him sipping coffee with someone at a cafe near you, blathering on-and-on about Le Corbusier, while looking aloof and interesting at the same time.

CONNECTION

THE ARCHITECTURE AND DESIGN JOURNAL OF THE YOUNG ARCHITECTS FORUM

2015 EDITORIAL CALENDAR

FEBRUARY RETROSPECTIVE

This issue focuses on the theme of **LEADERSHIP**.

Featuring architects, designers and emerging professionals who have made an impact on the profession early in their career in leadership roles. We will explore how their service has helped them to succeed and where their careers have taken them.

APRIL EQUITY x DESIGN

This issue focuses on the theme of **EQUITY IN ARCHITECTURE**.

Featuring architects, designers, and emerging professionals who have made an impact on the profession in leadership roles. We will explore the data from the Missing 32% Project, the Equity by Design Conference and anecdotal stories of leaders who are advancing equity in the profession.

JUNE AHEAD OF THE SURGE

This issue focuses on the theme of **RESILIENCE**.

Featuring architects, designers and emerging professionals that are changing the face of the profession. We will explore how architects and specifically emerging professionals are leading the effort in resilient design across the globe.

AUGUST STATE OF PRACTICE

This issue focuses on the theme of **EVOLVING BUSINESS MODELS**.

Featuring architects, designers and emerging professionals who are fundamentally changing how we conduct business, strategy and structure our firms. We will explore how the state of practice has evolved, what the key resources are and how it will change in the future.

OCTOBER TACTICIAN

This issue focuses on the theme of **URBAN AND PRO BONO DESIGN**.

Featuring architects, designers and emerging professionals who are affecting the built environment as a whole, while keeping an eye on socially conscious design. We will explore city design issues, including urbanity, demographics, affordability and the human condition.

DECEMBER COLLATERAL CREATION

This issue focuses on the theme of **GERMINATION**.

Featuring architects, designers and emerging professionals acting as environmental stewards through initiatives in sustainability and the future of education. We will explore advancements in innovative programs aimed at creating a sustainable future and profession.

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FOR SUBMISSIONS

ARE CURRENTLY CITING CONTENT

SECTION welcomes the submission of ARTICLES, PROJECTS, PHOTOGRAPHY and other design content. Submitted materials are subject to editorial review and are selected for publication in eMagazine based on relevance to the theme of a particular issue.

If you are interested in contributing to **SECTION**, please contact the Editor-in-Chief at jpastva@gmail.com

HERE for past issues of
SECTION

SUBMISSION REQUIREMENTS

All submissions are required to have the attachments noted below.

Text

Submit the body of your text in a single, separate Word document with a total word count between 500-1000 words.

Format the file name as such:
[yourlastname_article title.doc]

Images

Submit all images in JPEG format at a minimum resolution of 300 dpi RGB mode. Include captions to all images in the body of your e-mail transmittal.

All images must be authentic to the person submitting. Do not submit images with which you do not hold the rights.

Format the file name(s), sequentially, as such:
[yourlastname_image1.jpg]

Author Bio

Submit a brief, two-sentence bio in the following format:

[yourlastname] [AIA or Associate AIA or RA] is a [your title] at [your company] in [city, state]. [yourlastname] is also [one sentence describing primary credentials or recent accomplishments].

Format the file name as such:
[yourlastname_article title.doc]

Author Photo

Submit a recent headshot in JPEG format at a minimum resolution of 300 dpi grayscale in RGB mode.

Format the file name as such:
[yourlastname_portrait.doc]

WHAT IS THE YOUNG ARCHITECTS FORUM?

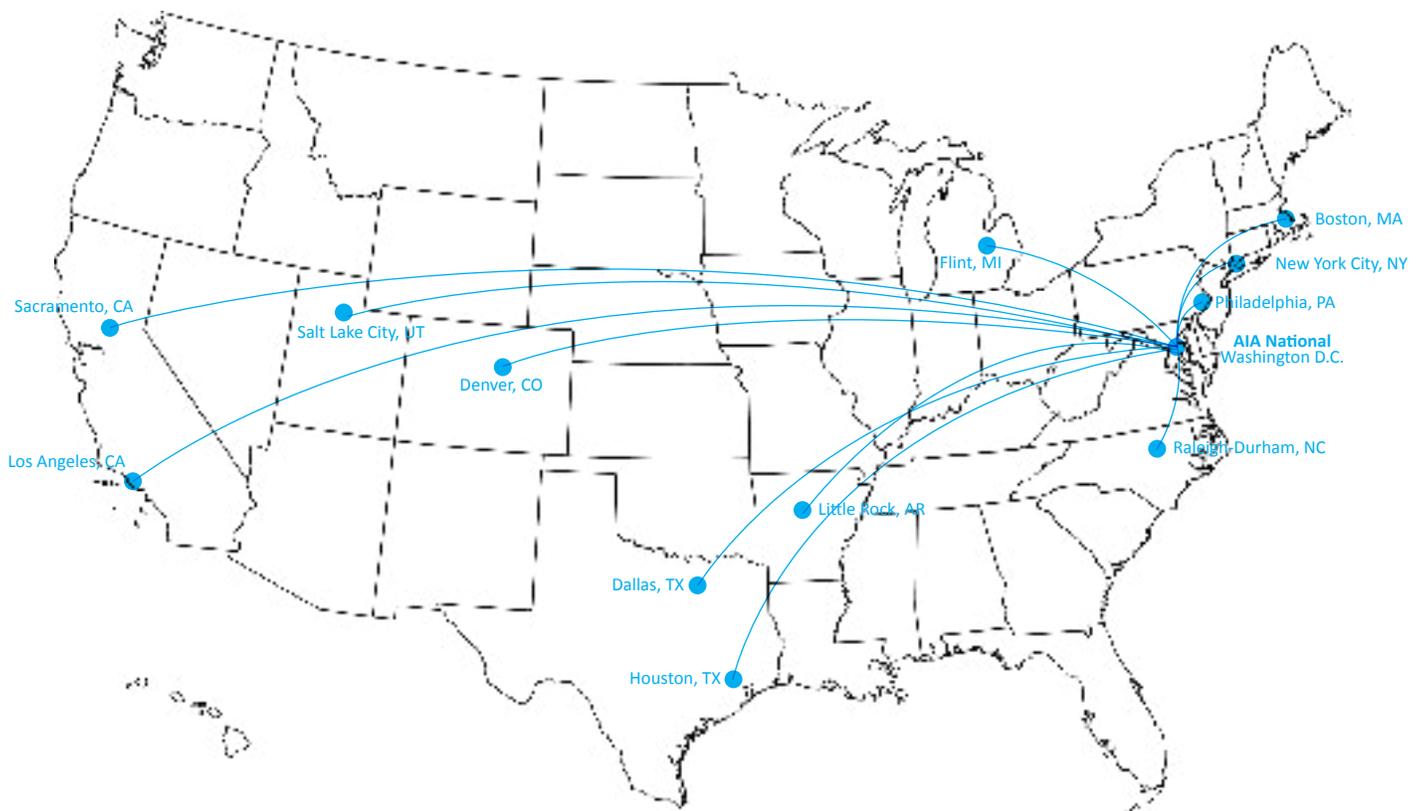
The Young Architects Forum is the voice of architects in the early stages of their career and the catalyst for change within the profession and our communities. Working closely with the AIA College of Fellows and the American Institute of Architects as a whole, the YAF is leading the future of the profession with a focus on architects licensed less than 10 years. The national YAF Advisory Committee is charged with encouraging the development of national and regional programs of interest to young architects and supporting the creation of YAF groups within local chapters. Approximately 23,000 AIA members are represented by the YAF. YAF programs, activities, and resources serve young architects by providing information and leadership; promoting excellence through fellowship with other professionals; and encouraging mentoring to enhance individual, community, and professional development.

GOALS OF THE YOUNG ARCHITECTS FORUM

To encourage professional growth and leadership development among recently licensed architects through interaction and collaboration within the AIA and allied groups.

To build a national network and serve as a collective voice for young architects by working to ensure that issues of particular relevance to young architects are appropriately addressed by the Institute.

To make AIA membership valuable to young architects and to develop the future leadership of the profession.



GET CONNECTED PUT YOURSELF ON THE MAP

THIS ISSUE FEATURES CONTRIBUTING ARTICLES FROM THESE MAPPED LOCATIONS.



Jennifer Rhoades, Assoc. AIA
Member Since 2012

Sam Garcia, AIA
Member Since 2009



Elevate your career path.

As an AIA member, you have access to professional resources that provide the tools you need to enhance and sustain your practice at every stage of your career. Whether it's government advocacy to back your practice, continuing education programs to keep your skills and knowledge current, or the invaluable support of a professional network of more than 81,000 colleagues, AIA membership is an essential investment in your career.

Seize the opportunity and see what happens.

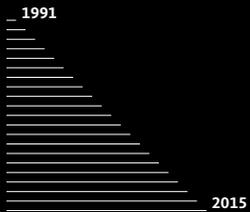
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Member Since 2005



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YOUNG ARCHITECTS FORUM
CELEBRATING 24 YEARS OF ADVANCING THE CAREERS OF YOUNG ARCHITECTS