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| ***Advancing the Practice of Architecture*** | **Spring 2015 Issue** |

As the Practice Management Knowledge Community, our mission is to advance the practice of architecture through discovering, generating, organizing, and sharing insights, resources, and tools that enable architects to practice more effectively.

## Letter from the Editor\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_Co-written by David B. Richards, AIA & Rena Klein, FAIA

We are pleased to present a collection of excerpts from the 15th Edition of the AIA's The Architects Handbook of Professional Practice in this edition of the Practice Management Digest. Special thanks to Rena Klein, FAIA, the current Past Chair of the Practice Management Knowledge Community Advisory Group and the Executive Editor of the Handbook, along with several past Chairs of the committee, each of whom contributed to the 15th edition. Rena has also provided an excellent overview of this edition of the PM Digest below.

*"This edition of the PMKC Digest is an opportunity the highlight past chairs of the PMKC Advisory Group and their deep knowledge in many diverse arenas of practice. Five past-chairs of the PMKC Advisory Group, including myself, plus one current member, are contributors to the recently published 15th edition of AIA’s The Architect’s Handbook of Professional Practice (Wiley, 2013). This issue of the PMKC Digest showcases excerpts and summaries of their articles on important practice topics including strategic planning, ownership transition, financial management, risk management, and quality control.*

*As executive editor of the 15th edition of the Handbook, I can assure you that this newest version is both connected to and unlike all that have come before. Published by AIA since 1920, The Architect’s Handbook of Professional Practice is known as the definitive source for practice information. However, in past years, the 1000 page tome has not generally been seen a viable source of knowledge that is relevant to small and large firms alike. All that changes with th**e 15th edition.*

*Two-thirds of the 15th edition content is completely new. The content reflects the current state of practice and looks ahead to emerging trends. Over 90 percent of 15th edition authors are new to writing for the Handbook, yet all are experts in their topics. Many of these authors are seasoned practitioners, sharing insight sourced from personal practice experience. Overall, they represent a diverse group that is reflective of the profession as a whole.*

***More Content for Smaller Firms***

*All authors in the 15th edition were encouraged to help readers apply general information and recommendations to the context of smaller sized practices. To supplement information that might apply only to larger firms, authors from small and mid-sized firms were asked to write about their experiences. As a result, many articles include addendums called “Backgrounders,” which often contain targeted knowledge and best practices directly applicable to architects who practice in small and mid-sized firms.*

*For instance, are you wondering whether to transition your firm to using BIM technology? You can find the answers you need in the Handbook. An article called Small Firms, Small Projects and BIM provides insight into the pros and cons, the transition process, and the impact on workflow implicit in using BIM technology.*

*Interested in knowing how architect-led design-build might apply to your practice? Read the article called Architect-Led Design Build and Architect as Construction Manager for Small Projects and Small Firms. It offers knowledge about how alternative ways to deliver projects might expand your service model and help you make more money.*

*You might think that only large firms can have multiple offices. Not true. An article called Developing and Managing a Mid-sized Multi-office Firm describes a forty-to-fifty-person firm with offices in Vancouver, BC and Seattle, WA, adding an international component to the challenges and opportunities of a multi-office firm. Providing a case study of their experience, the leaders of this firm discuss both strengths acquired and lessons learned in managing multiple offices.*

*Other emerging ways to practice in smaller firms are also highlighted in the 15th edition of the Handbook. Research and Small Firm Practice discusses how design exploration and knowledge creation can invigorate and enhance the capabilities of small firms, as well as how research might be funded in a small firm context. There is an article called Small Firm Collaboration, which explores ways that small firms are aligning with other design firms to acquire and deliver work. It describes best practices and common structures for collaboration and highlights case studies of firms from around the nation as illustrations of various options.*

***New Chapters***

*For the first time in the Handbook, an entire chapter is devoted to technology management. In addition to technology, the 15th edition includes a number of other chapters new to the Handbook. These include:**Diversity and Demographics; Career Development; Public Interest Design; and Research in Practice.*

*Twenty-first century business realities require that entrepreneurial architects develop skill in business management. The chapters on organizational development, marketing, finance, and human resources contain articles that demystify concepts and introduce firm leaders to best practices in each management arena. Articles on topics such as ownership transition, leadership effectiveness, and the legal context of practice provide information and knowledge vital to firms of all sizes.*

*Check out the new 15th edition of The Architect’s Handbook of Professional Practice – you might be surprised at what you can learn.* [*Select chapters of the Handbook*](http://store.aia.org/Chapters-Architects-Handbook-Professional-Practice/dp/B00IIVJIRE?field_availability=-1&field_browse=2381554011&field_keywords=professional+practice&id=Chapters+Architects+Handbook+Professional+Practice&ie=UTF8&refinementHistory=subjectbin%2Cprice&searchKeywords=professional+practice&searchNodeID=2381554011&searchPage=1&searchRank=new-item-rank&searchSize=12)*, as well as the entire volume, are available through the AIA Bookstore.”*

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## Features\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

#### An Overview of Ownership Transitions

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| By Michael Strogoff, FAIA- For many decades, it was not unusual for ownership transitions to occur with little more than a few discussions, a handshake and a short written agreement. The transition choices that an owner of an architectural firm had were relatively straightforward, and the factors influencing how a transition was structured didn’t change much.[Read more »](http://www.aia.org/akr/Resources/Documents/AIAB105798) | Michael Strogoff, FAIA |

#### Financial Management: Beyond Intuition

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| Rena Klein, FAIA | By Rena M. Klein, FAIA- Do you **know** if your firm is profitable? As a financial management tool, intuition has its limits. While most small firm owners have a good sense of what’s happening financially at their firms, operational indicators such as cash flow shortages or mounting receivables don’t tell the whole story. [Read more »](http://www.aia.org/akr/Resources/Documents/AIAB105800) |

#### Being There: The Architect During Construction

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| By James B. Atkins, FAIA- The role of the architect during construction has evolved over the years. In the late 19th and early 20th centuries, architects took a strong role during construction and advertised as, “Architect and Superintendent.” However, by the mid 20th century when professional liability insurance came about and claims increased, architects took a more passive, observer role, and some insurance carriers suggested avoiding this phase of service altogether. [Read more »](http://www.aia.org/akr/Resources/Documents/AIAB105801) | James B. Atkins, FAIA |

#### Secrets to Implementing an Architecture Firm's Strategic Plan

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| Raymond Kogan, AIA | Cara |

By Raymond Kogan, AIA and Cara Bobchek- Strategic planning involves thinking about the future. Companies large and small use strategic planning to envision their objectives for the future and lay out the steps they will take to achieve them. The strategic planning process begins with envisioning a desired future state of the firm, a destination toward which the plan itself will plot a course for the firm to follow.

[Read more »](http://www.aia.org/akr/Resources/Documents/AIAB105803)

#### The Value of an Architect's Services

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| David Richards | By David B. Richards, AIA- Although compensation for an architect’s service is based on three key factors; the value of the service, the effort required providing the service and the risks in providing the service; an architect’s services are more valuable than the cost of delivering the service. [Read more »](http://www.aia.org/akr/Resources/Documents/AIAB105799)  |

## Best Practices\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

#### New Look and New Organization for the AIA Best Practices

AIA Best Practices represent the collective wisdom of AIA members and related professionals. As a group, they are; a compendium of relevant knowledge gained from experience; immediately applicable to a task at hand; distilled to their essentials; usable information; linked to related resources; kept relevant and up-to-date by inviting feedback from practicing professionals. The scope of knowledge and information that can be included in AIA Best Practices is unlimited. The collective knowledge of AIA and allied members is a realm that is constantly expanding.

[Read more »](http://www.aia.org/akr/Resources/Documents/AIAB105797)

## Scholarship\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

#### 2015 a/e ProNet Scholarship Applications Due April 2



Two students, who best demonstrate strong interest in practice and risk management, will each receive a $5,000 scholarship toward their university tuition and fees. The award check will be mailed directly to the university; it may not be deferred for use later or transferred to another individual.

***Submission Deadline: April 2, 2015. Results will be announced by May 30, 2015.***

**Eligibility:**

* Fourth year students in a NAAB accredited degree program, or
* Fourth year students of a four-year pre-professional degree program in architecture accepted for direct entry to a two-year NAAB accredited M.Arch/D.Arch program, or
* First year students in a NAAB accredited M.Arch/D.Arch degree program for students with undergraduate degrees in another discipline.

Eligible applicants must demonstrate an interest/or concentration in practice or risk management.

**For questions, please contact** **pmkc@aia.org.**



## Upcoming Events\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

#### PM Luncheon and Marketing Check-Up



***Practice Management Lunch: Growing into Their Own***
Friday, May 15, 2015 \ 11:30 AM - 1:30 PM \ Georgia World Congress Center Room B305 \ Fee: $75 \ EV309

Listen to James & Hayes Slade, panelists from the 2014 PMKC & AIA New York Symposium, speak on their personal and professional experiences on being a 21st Century start-up. They co-founded Slade Architecture, a design focused architecture firm based in downtown Manhattan in 2002. Their work operates with intrinsic architectural interests: the relationship between the body and space, movement, scale, time, perception, materiality and its intersection with form. Layered on this foundation, is a consistent investigation of the specific project context. Don't miss your chance to hear from two of the top innovators in our field!



***Get a Free Marketing Communications Check-Up***
Thursday, May 14, 2015 \ 12:00 PM - 2:00 PM \ AIA Town Hall Booth 4345 \ Fee: $0 \ EV203
Friday, May 15, 2015 \ 11:00 AM - 1:00 PM \ AIA Town Hall Booth 4345 \ Fee: $0 \ EV308

Gain valuable feedback on the effectiveness of your firm's marketing communications. Bring your marketing plans and collateral to AIA Town Hall on the the convention expo floor to take advantage of a 15-minute communications checkup with a seasoned marketing professional. The check-up will include a sustainability audit of your firm's marketing collateral. You'll also take away suggestions to improve your firm's return on investment in marketing and client development initiatives. This event is brought to you by the [AIA Practice Management Knowledge Community](http://network.aia.org/practicemanagement/home/) and the [Society for Marketing Professional Services](http://www.smps.org/).

(Thursday)

(Friday)

#### Free Webinar: Meeting Challenges & Overcoming Obstacles During CCA- Approaches Toward Best Practice

Wednesday, March 25, 2015 | 1:00 - 2:00 PM ET | **Earn 1.0 AIA LUs** | [Learn more](http://network.aia.org/events/eventdescription/?CalendarEventKey=1102ba8e-5f82-4046-be7e-680bb22ac371&EventTypeKey=&Home=/events/upcomingevents/)
Sponsored by the AIA Construction Contract Administration (CCA) Knowledge Community

An approach toward ideas for advancing the effectiveness and value of architectural service provided in the construction contract administration phase. Identifying some of the challenges encountered during this phase, ideas for establishing a methodology in anticipation, to avoid them and preparations made to surmount them.



#### Free Webinar: AEC Hackathon

Tuesday, April 7, 2015 | 3:00 - 4:00 pm ET | **Earn 1.0 AIA LUs** | Fee: $0 | [Learn more](http://network.aia.org/events/eventdescription/?CalendarEventKey=d85ed806-33c3-4776-b0f4-8e634f3db806&EventTypeKey=b582f4c2-67b6-4b50-a9cf-ad986b407ecf&Home=/AIA/Events/WebinarArchive/)
Sponsored by the AIA Technology in Architectural Practice (TAP) Knowledge Community



Join us for a behind the scenes look at the AEC Hackathon with Paul Doherty, the co-founder of the AEC Hackathon community. The AEC Hackathon is a non-profit event that creates on-the-spot teams of technologists and industry stakeholders to shape the future of our built environment. The hackathon provides a playful, exploratory environment where disruption and creative ideas are the essential tools for innovation. The webinar will showcase past AEC Hackathon solutions, what the community does today and what the AEC Hackathon is doing next.



#### AIA Contract Documents Products for Small Firms

Thursday, April 9, 2015 | 1:00 - 2:30pm | No credit available | Fee: $0

This free webinar will include Documents on Demand Plus, ACD5 online platform, and desktop software training. Attendees will also learn where to access free AIA resources, tools and guides developed to assist small firms in contract administration. Attendees will follow along while the trainer shows you how to use key features, access resources and support, and answers your questions about AIA Contract Documents products suitable for small firms.

Please contact Hasti Hejazi at hastihejazi@aia.org if you have any questions or difficulties in registering. After registering, you will receive a confirmation email containing information about joining the webinar.



## Resources\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

#### AIAU Courses on Practice Management



Check out the latest courses on business practices and trends in architecture, available on AIAU. New courses include the series When Change Means Going International, a panel discussion on the AIA Foresight Report, and a detailed course on BIM.

You’ll learn from top instructors on your schedule, from anywhere in the world. Once you complete a course, we’ll automatically update your AIA transcript with your continuing education credits.

Check out these great courses:

[**When Change Means Going International- Overview**](https://aiau.aia.org/courses/when-change-means-going-international-overview?utm_campaign=AIA0105&utm_source=tk&utm_medium=promo)**│Earns 3 LUs / RIBA**

[**When Change Means Going International- Canada**](https://aiau.aia.org/courses/when-change-means-going-international-canada?utm_campaign=AIA0105&utm_source=tk&utm_medium=promo)**│Earns 1 LU / RIBA**

[**When Change Means Going International- India**](https://aiau.aia.org/courses/when-change-means-going-international-india?utm_campaign=AIA0105&utm_source=tk&utm_medium=promo)**│Earns 1 LU / RIBA**

[**When Change Means Going International- Africa**](https://aiau.aia.org/courses/when-change-means-going-international-africa?utm_campaign=AIA0105&utm_source=tk&utm_medium=promo)**│Earns 1 LU / RIBA**

[**When Change Means Going International- Middle East**](https://aiau.aia.org/courses/when-change-means-going-international-middle-east?utm_campaign=AIA0105&utm_source=tk&utm_medium=promo)**│Earns 1 LU / RIBA**

[**When Change Means Going International- Mexico**](https://aiau.aia.org/courses/when-change-means-going-international-mexico?utm_campaign=AIA0105&utm_source=tk&utm_medium=promo)**│Earns 1 LU / RIBA**

[**When Change Means Going International- Europe**](https://aiau.aia.org/courses/when-change-means-going-international-europe?utm_campaign=AIA0105&utm_source=tk&utm_medium=promo)**│Earns 1 LU / RIBA**

[**When Change Means Going International- Brazil**](https://aiau.aia.org/courses/when-change-means-going-international-brazil?utm_campaign=AIA0105&utm_source=tk&utm_medium=promo)**│Earns 1 LU / RIBA**

[**When Change Means Going International- China**](https://aiau.aia.org/courses/when-change-means-going-international-china?utm_campaign=AIA0105&utm_source=tk&utm_medium=promo)**│Earns 1 LU / RIBA**

[**BIM: The Big Picture**](https://aiau.aia.org/courses/bim-big-picture?utm_campaign=AIA0105&utm_source=tk&utm_medium=promo)**│Earns 1 LU / RIBA**

[**AIA Foresight Report Panel Update**](https://aiau.aia.org/courses/aia-foresight-report-panel-update?utm_campaign=AIA0105&utm_source=tk&utm_medium=promo)**│Earns 1 LU / RIBA**

Individual courses are $25 for AIA members and $40 for non-members. Buy four or more courses and save 15%, no promo code needed.

[**Check out more great courses on AIAU >**](https://aiau.aia.org?utm_campaign=AIA0105&utm_source=tk&utm_medium=promo)

## Online Resources\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

See everything that the Practice Management Knowledge Community has to offer at <http://network.aia.org/practicemanagement/home/>

Visit the Practice Management Digest [archives page](http://network.aia.org/PracticeManagement/Home/PMDigestArchives/) for past issues.

**Connect with Practice Management on:**

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