P A R T **1**

THE PROFESSION

The day-to-day practice of architecture is governed by an assortment of laws, regulations, and ethical codes that define the obligations of architects to the public, their clients, and their peers. Other aspects of professional life include professional development and advancement achieved through lifelong learning, involvement in professional organizations, participation in public and community service, and mentoring of emerging professionals.

CHAPTER **1**

Professional Life

1.1 Ethics and Professional Conduct

Phillip H. Gerou, FAIA

Architects are confronted daily with moral choices, competing loyalties, and ethical dilemmas. Although such situations can be ambiguous or paradoxical, basic tenets held in common by the profession can help architects determine how to respond to them.

The need to articulate and advocate ethical standards has never been more critical. Concern about professional ethics, while not a recent development, has certainly become more conspicuous in recent years. This visibility has led to extensive inquiries into the sources, development, interpretation, and enforcement of ethical codes. Principles guiding professional conduct are based on the core values held by that profession. These core values originate in legal definitions, social mores, moral codes, and common business practices.

Legal systems are based on historical precedent and commonly accepted social interactions between individuals or legal entities. The rights of individuals are protected by mutual acceptance of this legal structure. Contractual and other legal responsibilities and their consequences are generally well defined in law and in written agreements. But when these responsibilities and their consequences are specific to a profession, they may prove difficult to legally enforce.

There are many social conventions, moral beliefs, and ethical dilemmas that are not legislated or enforced by any regulatory agency. These may include widely accepted values but are not part of our legal system because they lack consensus or represent conflicting opinions. These values are often defined by religious doctrine, corporate policies, or societal rules. While morality describes behavior that is generally accepted

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as either correct or incorrect, ethical situations often present dilemmas in which equally relevant positions compete.

Ethics is traditionally defined as the rules or standards for moral behavior. Often the terms *morality* and *ethics* are used interchangeably, and to many there is no distinction between the two. The definition of ethics has also evolved to express a set of values held by a unique and finite group of individuals, such as a corporation, legislature, industry, or profession. Ethical codes are based on common values and moral laws such as religious doctrine, social conventions, secular beliefs, and traditional philosophies; they may even incorporate the values of courtesy, civility, mutual respect, or equality. Ethical standards for doctors or priests are different in their details from those of architects or engineers, although the core beliefs and the moral guidelines on which they are founded may be nearly identical. The distinction in ethical standards depends on the specific practices of a particular group.

Ethics also define fairness and equity and quite often relate to issues in which two parties may hold opposing but equally valid points of view or an individual may be torn between two compelling positions. For example, an individual may find that speaking the truth could breach a confidence, someone's dedication to a friendship might result in injury to others if an obligation to protect the public is ignored, or a client's goals could be at odds with protection of the environment. In certain situations, ethical standards may take precedence over other important standards. For example, life safety issues are usually perceived as a primary concern in comparison to, for example, obligations to employers. Although a solution that positively addresses each competing issue is preferred, occasionally a choice is necessary. Ethical codes address such situations, but it is often left to an informed and impartial observer to make the final judgment.

ETHICAL STANDARDS FOR ARCHITECTS

In the United States, there are two widely used standards of conduct for architects. In 1977 the National Council of Architectural Registration Boards (NCARB) issued a set of model rules of conduct for use by its member boards. NCARB rules are guided by certain core values as they pertain to the protection of the life, safety, and welfare of the public, issues to which architects are legally bound by individual state licensure laws. NCARB's rules of conduct have been adopted, with modifications, by various NCARB member boards as part of the licensing regulations that apply to individual architects.

The American Institute of Architects (AIA) has established a Code of Ethics and Professional Conduct. This code addresses life safety and public welfare issues, and also includes rules of conduct that deal with professional interactions between architects and their colleagues and their clients. Members of the AIA are also held accountable by the code for such broad issues as seeking aesthetic excellence and respecting the environment.

The first AIA ethical code was established in 1909. By today's standards, some of the original principles seem out-of-date. Under the original code, design-build was a forbidden practice and paid advertising by architects was not allowed. The code also prohibited architects from competing on the basis of fees or entering design competitions that were not in keeping with Institute principles. These restrictions were derived more from the common business practices of the day than universal core values or widely accepted moral principles.

By the late 1970s, the AIA code of ethics had been significantly amended. Design-build became an accepted approach to project delivery, and advertising was no longer the anathema it had been. By 1972 the U.S. Justice Department had determined that the 1890 Sherman Antitrust Act demanded that architects be allowed to compete on the basis of fees and that not doing so constituted an unreasonable restraint of trade. In a 1978 case involving the National Society of Professional Engineers, the Supreme Court ruled that unfettered competition was essential to the health of a free-market economy, and the only lawful way competition could be constrained was through state or

federal legislation. In its opinion, the court dismissed arguments stressing the possible negative effects of fee competition on the health, safety, and welfare of the public.

In 1977, an architect sued the Institute for civil damages when his AIA membership was suspended for violating the AIA code of ethics by supplanting another architect on a project. Although the violation was not disputed, in 1978 a federal district court ruled that enforcement of this particular rule in the code violated federal antitrust laws and the accused architect was awarded substantial monetary damages.

In response to these rulings, in 1980 the AIA suspended its code of ethics. The following year a statement of ethical principles was established as a guideline for the voluntary conduct of members. Recognizing a need for mandatory professional guidelines, the AIA Board of Directors subsequently appointed a task force to propose a substitute Code of Ethics and Professional Conduct. In 1986 the membership adopted the new code at the AIA National Convention. Since that time, minor revisions have been made to keep pace with current technologies, economic realities, and changing social demands.

PROFESSIONAL ASPIRATIONS VS. ETHICAL CONDUCT

Some ethical situations are not regulated by the AIA Code of Ethics and Professional Conduct. For example, the profession of architecture as a whole may aspire to contribute to the preservation of historical and cultural resources by helping to develop appropriate building codes or formulating aesthetic guidelines. Nonetheless, some architects are more suited to such tasks than others; for instance, participation in this effort may not be a reasonable requirement for an AIA member whose expertise lies in financial management or graphic design. Similarly, it is not a requirement that all AIA members provide pro bono services, as some may choose to support causes or organizations by other means. A code of ethics cannot embrace every aspiration of a profession. Rather, it must exhibit restraint in defining actions to which all members may reasonably submit.

AIA Code of Ethics and Professional Conduct

The current AIA Code of Ethics and Professional Conduct defines in detail the obligations of AIA members. The code is organized into five canons that describe broad principles of conduct: general obligations, obligations to the public, obligations to the client, obligations to the profession, and obligations to colleagues.

Each canon is defined by a number of ethical standards. These standards provide more defined goals, which members should aspire to in their professional performance and behavior. Individual ethical standards incorporate specific rules of conduct that are mandatory and enforceable. Violation of a rule by an AIA member may be grounds for disciplinary action by the Institute. Commentary, which is offered to clarify or elaborate the intent of the rule, is provided for some of the rules of conduct.

The code applies to the professional activities of all AIA members regardless of their membership category and is enforced by the AIA National Ethics Council. Only AIA members are obligated to comply with these standards.

AIA National Ethics Council

The National Ethics Council (NEC) is made up of seven AIA members selected and appointed according to specific credentials. Each of the seven members represents a diverse constituency. They come from various regions of the country and different types of practice and professional backgrounds, and they are representative of the general membership based on diverse demographic criteria. Prospective NEC members are recommended to the AIA Board of Directors, which makes the final decision and appointment. Appointments are for a three-year term, although members of the NEC may be, and usually are, reappointed for a second three-year term. An NEC member may not serve more than two consecutive full terms.

The full ethics council meets three times per year to hear and consider complaints. The particulars of each case, along with a recommendation for resolving it, are presented to the NEC by one of its members who serves as a hearing officer. This individual is then excused while the remaining NEC members consider the report and recommendation and ultimately decide whether to accept, reject, or modify the hearing officer's recommendation or to return the case for rehearing.

The principal responsibility of the NEC as defined by the AIA Bylaws is enforcement of the AIA Code of Ethics and Professional Conduct. However, the NEC also provides guidelines to the public and within the Institute on a variety of professional topics. In addition, the NEC presents programs at the AIA National Convention, to AIA components, and to schools of architecture throughout the country.

AIA NATIONAL ETHICS COUNCIL RULES OF PROCEDURE

Local AIA components manage ethical situations in a variety of ways. Some components provide advice and mediation for ethical violations through experienced members or established committees, while others simply refer local inquiries to the national organization. The general counsel's office at the national component is available to answer technical questions concerning the AIA Code of Ethics and Professional Conduct and can provide other information to members and nonmembers.

The AIA National Ethics Council has established strict rules of procedure for considering ethics cases. If it is believed that a member has violated the code of ethics, anyone—a member or nonmember of the AIA—may initiate a formal complaint. The process followed by the NEC is as follows.

Filing a Complaint

A formal, written complaint may be filed with the AIA general counsel following a well-defined procedure. Complaints must be filed within one year of the date when the complainant becomes aware of the alleged infraction. Once a complaint has been filed, the AIA general counsel's office informs the accused AIA member of the complaint and requests a written response.

Initial Chair Review

The complaint, any response, and any other documents provided by either party are sent to the chair of the NEC for review. If the chair, in consultation with the AIA general counsel, determines that the complainant's allegations would sustain a violation of the Code of Ethics if proven true, the case is assigned to a hearing officer. If the chair determines that no violation of the code would exist even if all the complainant's accusations were verified, the chair may dismiss the case. Any case that is currently being litigated or is under consideration by a regulatory authority will be deferred until after resolution of the legal action.

Assignment of Hearing Officer

If the chair determines the case should be heard, a hearing officer is assigned from among the current NEC members. Personal knowledge of the AIA member or other party or of the case involved, geographic proximity to the case, or professional background may be grounds for recusal. Once a case has been assigned to a hearing officer, the officer reviews the case to confirm its viability. Although it rarely happens, the hearing officer may recommend dismissal if the facts of the case indicate no violation occurred or it was *de minimis*. Normally, however, the hearing officer will agree with the findings of the chair and will inform the general counsel that the case should proceed.

Pre-Hearing Conference

A pre-hearing conference call is arranged with the complainant and the respondent to discuss the issues and the possibility of a resolution. If no resolution results from this call, the hearing officer will determine the location and timing for a hearing.

Ethics complaints against AIA members should be addressed to:
Chair, National Ethics Council
The American Institute of Architects
1735 New York Avenue NW
Washington, DC 20006

The Hearing

At the hearing, the parties may represent themselves or be represented by legal counsel. The complainant will state the basis for the claim and reference specific rule infractions. The respondent is allowed to present testimony and additional factual evidence, but may not introduce documentation not previously disclosed. Witnesses are allowed to testify. The entire procedure is usually concluded in one day.

Report, Recommendation, and Decision

The hearing officer, in conjunction with the AIA general counsel, prepares findings of fact in the case and determines a course of action. If no violation is found, the case is dismissed and the parties notified. If the respondent is found to have violated the code, the hearing officer recommends one of four levels of penalty: admonition (private sanction), censure (public sanction), suspension of membership, or termination of membership. A written and oral report is then made to the NEC at its next scheduled meeting. The NEC then votes to uphold or amend the recommendations without the hearing officer present. Extenuating circumstances, such as the respondent's acknowledgment of responsibility or a unique situation, may have a mitigating effect on the hearing officer's report or the NEC's deliberations. The NEC's final written determination is sent to each party.

Penalty and Notification

The penalties available to the NEC are as follows:

- *Admonition (private).* A letter of the ruling is sent to the parties involved and kept in the respondent's membership file.
- *Censure (public).* A letter is sent and notification of the case and ruling is published to the AIA membership.
- *Suspension of membership.* The respondent's membership is suspended for a period of time, usually one or two years, and the ruling is published.
- *Termination of membership.* The respondent's membership is terminated and the ruling is published.

Appeal of Decision

The respondent may appeal the NEC's decision to the AIA Executive Committee, whose subsequent ruling is final except in cases in which termination of membership is the penalty. Those cases are automatically appealed to the AIA Board of Directors.

COMMON ETHICS VIOLATIONS

Although the AIA Code of Ethics and Professional Conduct regulates a wide range of professional activities, several issues generate the majority of complaints. These include the following:

- Attribution of credit (i.e., stating or giving proper credit for project involvement)
- Accurate representation of qualifications
- Attainment and provision of examples of work
- Basic honesty

The predominant reason these four issues continually resurface is that each has an identifiable injured party—an angry colleague or an upset client—who is intent on seeing justice served. Also, even if the alleged infraction does not have legal or contractual consequences, it may still comprise an ethical breach. More serious issues, such as misappropriation of a client's or partner's funds, tend to be presented to the NEC less frequently. If a member knowingly violates the law (Rule 2.101) or displays discrimination (Rule 1.401), for instance, other forums with more severe remedies are available to the offended party.

To offer some guidance on issues commonly presented to the NEC, the following detailed illustrations are offered.

Attribution of Credit

Architecture is a profession in which design capability and originality is prized. Intellectual property is the most common proof of worth in terms of talent and experience. However, the collaborative nature of contemporary practice sometimes obscures the individual contributions of each team participant. The more complex the project and the more prolonged the design and construction process, the more individuals may lay valid claim to credit for some part of the work.

The most frequent violation of the code of ethics is improperly taking or not giving appropriate credit and recognition. The NEC recognizes that these infractions are frequently due to an incomplete understanding of the ethical standards and rules of conduct that direct members in this area. The following ethical standards apply to this issue:

> **Ethical Standard 4.2, Dignity and Integrity:** Members should strive, through their actions, to promote the dignity and integrity of the profession, and to ensure that their representatives and employees conform their conduct to this Code.

> **Ethical Standard 5.3, Professional Recognition:** Members should build their professional reputation on the merits of their own service and performance and should recognize and give credit to others for the professional work they have performed.

The rules associated with these standards mandate the required professional conduct:

> **Rule 4.201:** Members shall not make misleading, deceptive, or false statements or claims about their professional qualifications, experience, or performance and shall accurately state the scope and nature of their responsibilities in connection with work for which they are claiming credit.

> **Rule 5.301:** Members shall recognize and respect the professional contributions of their employees, employers, professional colleagues, and business associates.

Based on these standards and rules, the NEC has adopted guidelines to help AIA members determine how to handle this concern, although individual cases may present circumstances not explicitly covered. These guidelines are recommended for application to any oral, written, or graphic representation of an architect's work, whether it was developed for use in a public or private presentation.

Following are the AIA "Guidelines for the Attribution of Credit" (also published on the AIA Web site) that should be considered when making representations of an architect's work:

- An architectural project, built or unbuilt, involves any of the services provided by or under the direction of an architect.
- In analyzing attribution-of-credit issues, the National Ethics Council typically views the Architect-of-Record as the legal entity that has contracted for and completed the work in question. [The entity] can be a corporation, partnership, or individual architect. If the Architect-of-Record takes credit for a project, there is no further need to define the role or state "Architect-of-Record." Unless specific attribution is noted, it is assumed the Architect-of-Record is making a representation of complete responsibility for a project, including the design, production of construction documents, and construction observation.
- A Member taking credit for a project or a specific role on a project other than as the Architect-of-Record must clearly define that role. In addition to the Member's specific role, the Architect-of-Record must be acknowledged.
- It is not necessary to present a complete or exhaustive list of all the team participants. The acknowledgment of major team participants is recommended.
- Designation of the Member's role and/or the Architect-of-Record must be obvious, plainly visible, and legible at the anticipated viewing distance. The reference text should be no less obvious than the text used to describe the project. The description

must be specific enough to make clear the services the Member rendered on this project. In the instance of a mailer/postcard that shows only an image of a project on the front, it is necessary to give the appropriate credit on the other side. The Member shall not overstate, actually or implicitly, his/her involvement in a project.

- If attribution of credit is not previously defined in a written agreement, and to avoid potential conflict, it is recommended that Members open a dialogue between all concerned parties prior to making any representations.

Accurate Representation of Qualifications

It is human nature and good business practice to present professional qualifications in the best light. However, overstatement, even if well-intentioned, can lead to unrealistic expectations on the part of the client or other project participants and thus to subsequent owner dissatisfaction. The architect-of-record must ultimately be responsible for complying with laws and codes as well as with other commitments, such as the project budget, a client's goals, a building's function, or environmental standards.

> **Rule 1.101:** In practicing architecture, Members shall demonstrate a consistent pattern of reasonable care and competence, and shall apply the technical knowledge and skill which is ordinarily applied by architects of good standing practicing in the same locality.

> **Rule 3.102:** Members shall undertake to perform professional services only when they, together with those whom they may engage as consultants, are qualified by education, training, or experience in the specific technical areas involved.

As an architecture firm evolves, its expertise may become somewhat different from that stated in promotional materials or in a previous statement of qualifications. Members are obliged to always ensure that the expertise and resources presented match those that are currently available.

Professionals are often compelled to make commitments regarding time, cost, or results based more on the urgency of the moment than on rational evaluation. Too often, architects make changes that affect the scope or budget of a project without presenting viable options or possible ramifications of the proposed changes. Architects may also feel pressure to articulate results by describing the final product of the work in terms that naturally speak well of the process and the architect's capabilities to attain those results. Great care and restraint should be taken in clarifying expectations relating to budget, building function, quality of materials, and other anticipated results of the design process. Project and individual responsibilities should be clearly defined contractually and verbally. Revisiting the following statements of obligation periodically throughout the life of a project is beneficial:

> **Rule 3.103:** Members shall not materially alter the scope or objectives of a project without the client's consent.

> **Rule 3.301:** Members shall not intentionally or recklessly mislead existing or prospective clients about the results that can be achieved through the use of the Member's services, nor shall the Members state that they can achieve results by means that violate applicable law or this Code.

Helping the client reach realistic expectations is important. The medical profession characterizes this as informed consent, where a patient must be informed of a situation to the level of understanding that allows an informed decision. Clients in every profession deserve the same consideration.

Attainment and Provision of Samples of Work

In light of current technologies and the variety of roles that architects perform, defining an architect's work is increasingly difficult. For example, should an architect who

predominantly created or adapted computer software or developed unique technical details be given copies of that work upon leaving a firm? How can the rights of the firm and of the employee be protected? Ethical Standard 5.3 pertaining to professional recognition provides a framework for guidance (see above). The specific rules that apply to this question are these:

> **Rule 5.302:** Members leaving a firm shall not, without the permission of their employer or partner, take designs, drawings, data, reports, notes, or other materials relating to the firm's work, whether or not performed by the Member.

> **Rule 5.303:** A Member shall not unreasonably withhold permission from a departing employee or partner to take copies of designs, drawings, data, reports, notes, or other materials relating to work performed by the employee or partner that are not confidential.

In addition, the code provides the following commentary: "A Member may impose reasonable conditions, such as the payment of copying costs, on the right of departing persons to take copies of their work."

The best advice is that the question of whether and how copies of work will be granted to an employee should be discussed before an employee decides to leave a firm or at least during the departure process. This discussion may help mitigate an awkward, emotional, or volatile termination process. A departing employee should expect to receive reasonable *examples* of work; the employer is not obligated to make the entire volume of work produced by the employee available. The intent is to allow the employee a reasonable opportunity to present qualifications to future employers or potential clients. It is equally important for the firm to retain proprietary or confidential materials and the work products it rightfully owns, such as renderings, photography, or proprietary software. The AIA has published a Best Practices article titled "Personal Use of Documents: A Sample Firm Policy" to help firms establish policies for the ethical use of documents during and after employment.

THE FUTURE

Defining professional ethics for the architecture profession will remain the duty of the American Institute of Architects and its National Ethics Council. As they have in the past, the AIA Board of Directors and NEC will periodically reevaluate the Code of Ethics and Professional Conduct based on the profession's core values while responding to societal pressures, changing business practices, advancing technologies, and lessons learned from the results of future litigation.

For More Information

The AIA Web site at www.aia.org/about_ethics provides current information and resources. The process for filing a complaint is described. Also posted are the NEC's previous decisions and advisory opinions, the rules of procedure, the AIA Code of Ethics and Professional Conduct, guidelines for attribution of credit, and answers to frequently asked questions. Specific questions may be directed to the Office of the General Counsel at (202) 626-7311. Members of the AIA National Ethics Council may be available to offer programs, which include case studies, at AIA national and local events.

COMPETING VALUES

It seems simple enough to be honest, but even well-meaning professionals from time to time are presented with competing obligations, such as family responsibilities or religious convictions. For example, employees may decide to work outside the office to build a client base, take advantage of opportunities to demonstrate design talent, or simply make money. In doing so, they may unwittingly expose the firm to liability and may compromise their own ability to perform adequately for the compensation they are receiving. Or, an employee may use the firm's software for personal use, believing that no harm is done by making a copy of it. Architects have certainly lied, stolen, defrauded, or taken advantage of a situation. Sometimes the individual is well-intentioned, sometimes not, but almost always he or she feels justified in his or her actions.

Architecture is a profession replete with competing values. Within every project are decisions to be made about quality of materials versus budget constraints, owner-prescribed requirements versus building codes or architectural review committees, and confidentiality versus truthfulness. Resolving these conflicts does not require decisions about right and wrong, but rather decisions to resolve situations in which competing principles are equally correct but may be mutually exclusive.

THE AMERICAN INSTITUTE OF ARCHITECTS

Ethics
FROM THE OFFICE OF GENERAL COUNSEL

2004 Code of Ethics & Professional Conduct

Preamble

Members of The American Institute of Architects are dedicated to the highest standards of professionalism, integrity, and competence. This Code of Ethics and Professional Conduct states guidelines for the conduct of Members in fulfilling those obligations. The Code is arranged in three tiers of statements: Canons, Ethical Standards, and Rules of Conduct:

- Canons are broad principles of conduct.
- Ethical Standards (E.S.) are more specific goals toward which Members should aspire in professional performance and behavior.
- Rules of Conduct (**Rule**) are mandatory; violation of a Rule is grounds for disciplinary action by the Institute. Rules of Conduct, in some instances, implement more than one Canon or Ethical Standard.

The **Code** applies to the professional activities of all classes of Members, wherever they occur. It addresses responsibilities to the public, which the profession serves and enriches; to the clients and users of architecture and in the building industries, who help to shape the built environment; and to the art and science of architecture, that continuum of knowledge and creation which is the heritage and legacy of the profession.

Commentary is provided for some of the Rules of Conduct. That commentary is meant to clarify or elaborate the intent of the rule. The commentary is not part of the **Code**. Enforcement will be determined by application of the Rules of Conduct alone; the commentary will assist those seeking to conform their conduct to the **Code** and those charged with its enforcement.

Statement in Compliance With Antitrust Law

The following practices are not, in themselves, unethical, unprofessional, or contrary to any policy of The American Institute of Architects or any of its components:

(1) submitting, at any time, competitive bids or price quotations, including in circumstances where price is the sole or principal consideration in the selection of an architect;

(2) providing discounts; or

(3) providing free services.

Individual architects or architecture firms, acting alone and not on behalf of the Institute or any of its components, are free to decide for themselves whether or not to engage in any of these practices. Antitrust law permits the Institute, its components, or Members to advocate legislative or other government policies or actions relating to these practices. Finally, architects should continue to consult with state laws or regulations governing the practice of architecture.

CANON I

General Obligations

Members should maintain and advance their knowledge of the art and science of architecture, respect the body of architectural accomplishment, contribute to its growth, thoughtfully consider the social and environmental impact of their professional activities, and exercise learned and uncompromised professional judgment.

E.S. 1.1 Knowledge and Skill: Members should strive to improve their professional knowledge and skill.

Rule 1.101 In practicing architecture, Members shall demonstrate a consistent pattern of reasonable care and competence, and shall apply the technical knowledge and skill which is ordinarily applied by architects of good standing practicing in the same locality.

Commentary: By requiring a "consistent pattern" of adherence to the common law standard of competence, this rule allows for discipline of a Member who more than infrequently does not achieve that standard. Isolated instances of minor lapses would not provide the basis for discipline.

E.S. 1.2 Standards of Excellence: Members should continually seek to raise the standards of aesthetic excellence, architectural education, research, training, and practice.

E.S. 1.3 Natural and Cultural Heritage: Members should respect and help conserve their natural and cultural heritage while striving to improve the environment and the quality of life within it.

E.S. 1.4 Human Rights: Members should uphold human rights in all their professional endeavors.

Rule 1.401 Members shall not discriminate in their professional activities on the basis of race, religion, gender, national origin, age, disability, or sexual orientation.

E.S. 1.5 Allied Arts & Industries: Members should promote allied arts and contribute to the knowledge and capability of the building industries as a whole.

CANON II

Obligations to the Public

Members should embrace the spirit and letter of the law governing their professional affairs and should promote and serve the public interest in their personal and professional activities.

E.S. 2.1 Conduct: Members should uphold the law in the conduct of their professional activities.

Rule 2.101 Members shall not, in the conduct of their professional practice, knowingly violate the law.
Commentary: The violation of any law, local, state or federal, occurring in the conduct of a Member's professional practice, is made the basis for discipline by this rule. This includes the federal Copyright Act, which prohibits copying architectural works without the permission of the copyright owner: Allegations of violations of this rule must be based on an independent finding of a violation of the law by a court of competent jurisdiction or an administrative or regulatory body.

Rule 2.102 Members shall neither offer nor make any payment or gift to a public official with the intent of influencing the official's judgment in connection with an existing or prospective project in which the Members are interested.
Commentary: This rule does not prohibit campaign contributions made in conformity with applicable campaign financing laws.

Rule 2.103 Members serving in a public capacity shall not accept payments or gifts which are intended to influence their judgment.

Rule 2.104 Members shall not engage in conduct involving fraud or wanton disregard of the rights of others.
Commentary: This rule addresses serious misconduct whether or not related to a Member's professional practice. When an alleged violation of this rule is based on a violation of a law, or of fraud, then its proof must be based on an independent finding of a violation of the law or a finding of fraud by a court of competent jurisdiction or an administrative or regulatory body.

Rule 2.105 If, in the course of their work on a project, the Members' become aware of a decision taken by their employer or client which violates any law or regulation and which will, in the Members' judgment, materially affect adversely the safety to the public of the finished project, the Members shall:
(a) advise their employer or client against the decision,
(b) refuse to consent to the decision, and
(c) report the decision to the local building inspector or other public official charged with the enforcement of the applicable laws and regulations, unless the Members are able to cause the matter to be satisfactorily resolved by other means.
Commentary: This rule extends only to violations of the building laws that threaten the public safety. The obligation under this rule applies only to the safety of the finished project, an obligation coextensive with the usual undertaking of an architect.

Rule 2.106 Members shall not counsel or assist a client in conduct that the architect knows, or reasonably should know, is fraudulent or illegal.

E.S. 2.2 Public Interest Services: Members should render public interest professional services and encourage their employees to render such services.
E.S. 2.3 Civic Responsibility: Members should be involved in civic activities as citizens and professionals, and should strive to improve public appreciation and understanding of architecture and the functions and responsibilities of architects.

Rule 2.301 Members making public statements on architectural issues shall disclose when they are being compensated for making such statements or when they have an economic interest in the issue.

CANON III

Obligations to the Client

Members should serve their clients competently and in a professional manner, and should exercise unprejudiced and unbiased judgment when performing all professional services.

E.S. 3.1 Competence: Members should serve their clients in a timely and competent manner.

Rule 3.101 In performing professional services, Members shall take into account applicable laws and regulations. Members may rely on the advice of other qualified persons as to the intent and meaning of such regulations.

Rule 3.102 Members shall undertake to perform professional services only when they, together with those whom they may engage as consultants, are qualified by education, training, or experience in the specific technical areas involved.
Commentary: This rule is meant to ensure that Members not undertake projects that are beyond their professional capacity. Members venturing into areas that require expertise they do not possess may obtain that expertise by additional education, training, or through the retention of consultants with the necessary expertise.

Rule 3.103 Members shall not materially alter the scope or objectives of a project without the client's consent.

E.S. 3.2 Conflict of Interest: Members should avoid conflicts of interest in their professional practices and fully disclose all unavoidable conflicts as they arise.

Rule 3.201 A Member shall not render professional services if the Member's professional judgment could be affected by responsibilities to another project or person, or by the Member's own interests, unless all those who rely on the Member's judgment consent after full disclosure.

Commentary: This rule is intended to embrace the full range of situations that may present a Member with a conflict between his interests or responsibilities and the interest of others. Those who are entitled to disclosure may include a client, owner, employer, contractor, or others who rely on or are affected by the Member's professional decisions. A Member who cannot appropriately communicate about a conflict directly with an affected person must take steps to ensure that disclosure is made by other means.

Rule 3.202 When acting by agreement of the parties as the independent interpreter of building contract documents and the judge of contract performance, Members shall render decisions impartially.

Commentary: This rule applies when the Member, though paid by the owner and owing the owner loyalty, is nonetheless required to act with impartiality in fulfilling the architect's professional responsibilities.

E.S. 3.3 Candor and Truthfulness: Members should be candid and truthful in their professional communications and keep their clients reasonably informed about the clients' projects.

Rule 3.301 Members shall not intentionally or recklessly mislead existing or prospective clients about the results that can be achieved through the use of the Members' services, nor shall the Members state that they can achieve results by means that violate applicable law or this **Code.**

Commentary: This rule is meant to preclude dishonest, reckless, or illegal representations by a Member either in the course of soliciting a client or during performance.

E.S. 3.4 Confidentiality: Members should safeguard the trust placed in them by their clients.

Rule 3.401 Members shall not knowingly disclose information that would adversely affect their client or that they have been asked to maintain in confidence, except as other wise allowed or required by this **Code** or applicable law.

Commentary: To encourage the full and open exchange of information necessary for a successful professional relationship, Members must recognize and respect the sensitive nature of confidential client communications. Because the law does not recognize an architect-client privilege, however, the rule permits a Member to reveal a confidence when a failure to do so would be unlawful or contrary to another ethical duty imposed by this Code.

CANON IV

Obligations to the Profession

Members should uphold the integrity and dignity of the profession.

E.S. 4.1 Honesty and Fairness: Members should pursue their professional activities with honesty and fairness.

Rule 4.101 Members having substantial information which leads to a reasonable belief that another Member has committed a violation of this **Code** which raises a serious question as to that Member's honesty, trustworthiness, or fitness as a Member, shall file a complaint with the National Ethics Council.

Commentary: Often, only an architect can recognize that the behavior of another architect poses a serious question as to that other's professional integrity. In those circumstances, the duty to the professional's calling requires that a complaint be filed. In most jurisdictions, a complaint that invokes professional standards is protected from a libel or slander action if the complaint was made in good faith. If in doubt, a Member should seek counsel before reporting on another under this rule.

Rule 4.102 Members shall not sign or seal drawings, specifications, reports, or other professional work for which they do not have responsible control.

Commentary: Responsible control means the degree of knowledge and supervision ordinarily required by the professional standard of care. With respect to the work of licensed consultants, Members may sign or seal such work if they have reviewed it, coordinated its preparation, or intend to be responsible for its adequacy.

Rule 4.103 Members speaking in their professional capacity shall not knowingly make false statements of material fact.

Commentary: This rule applies to statements in all professional contexts, including applications for licensure and AIA membership.

E.S. 4.2 Dignity and Integrity: Members should strive, through their actions, to promote the dignity and integrity of the profession, and to ensure that their representatives and employees conform their conduct to this **Code.**

Rule 4.201 Members shall not make misleading, deceptive, or false statements or claims about their professional qualifications, experience, or performance and shall accurately state the scope and nature of their responsibilities in connection with work for which they are claiming credit.

Commentary: This rule is meant to prevent Members from claiming or implying credit for work which they did not do, misleading others, and denying other participants in a project their proper share of credit.

Rule 4.202 Members shall make reasonable efforts to ensure that those over whom they have supervisory authority conform their conduct to this **Code**.

*Commentary: What constitutes "reasonable efforts" under this rule is a common sense matter. As it makes sense to ensure that those over whom the architect exercises supervision be made generally aware of the **Code**, it can also make sense to bring a particular provision to the attention of a particular employee when a situation is present which might give rise to violation.*

CANON V

Obligations to Colleagues

Members should respect the rights and acknowledge the professional aspirations and contributions of their colleagues.

E.S. 5.1 Professional Environment: Members should provide their associates and employees with a suitable working environment, compensate them fairly, and facilitate their professional development.

E.S. 5.2 Intern and Professional Development: Members should recognize and fulfill their obligation to nurture fellow professionals as they progress through all stages of their career, beginning with professional education in the academy, progressing through internship and continuing throughout their career.

E.S. 5.3 Professional Recognition: Members should build their professional reputation on the merits of their own service and performance and should recognize and give credit to others for the professional work they have performed.

Rule 5.301 Members shall recognize and respect the professional contributions of their employees, employers, professional colleagues, and business associates.

Rule 5.302 Members leaving a firm shall not, without the permission of their employer or partner, take designs, drawings, data, reports, notes, or other materials relating to the firm's work, whether or not performed by the Member.

Rule 5.303 A Member shall not unreasonably withhold permission from a departing employee or partner to take copies of designs, drawings, data, reports, notes, or other materials relating to work performed by the employee or partner that are not confidential.

Commentary: A Member may impose reasonable conditions, such as the payment of copying costs, on the right of departing persons to take copies of their work.

RULES OF APPLICATION, ENFORCEMENT, AND AMENDMENT

Application

The **Code of Ethics and Professional Conduct** applies to the professional activities of all members of the AIA.

Enforcement

The Bylaws of the Institute state procedures for the enforcement of the **Code of Ethics and Professional Conduct.** Such procedures provide that:

(1) Enforcement of the **Code** is administered through a National Ethics Council, appointed by the AIA Board of Directors.

(2) Formal charges are filed directly with the National Ethics Council by Members, components, or anyone directly aggrieved by the conduct of the Members.

(3) Penalties that may be imposed by the National Ethics Council are:
    (a) Admonition
    (b) Censure
    (c) Suspension of membership for a period of time
    (d) Termination of membership

(4) Appeal procedures are available.

(5) All proceedings are confidential, as is the imposition of an admonishment; however, all other penalties shall be made public.

Enforcement of Rules 4.101 and 4.202 refer to and support enforcement of other Rules. A violation of Rules 4.101 or 4.202 cannot be established without proof of a pertinent violation of at least one other Rule.

Amendment

The Code of Ethics and Professional Conduct may be amended by the convention of the Institute under the same procedures as are necessary to amend the Institute's Bylaws. The **Code** may also be amended by the AIA Board of Directors upon a two-thirds vote of the entire Board.

1.2 Participating in Professional Organizations

Andrea S. Rutledge, SDA, CAE

Participating in professional organizations can help architects enrich their careers and contribute to the advancement of the profession.

I t seems as though there is an association for everything. Nearly every profession, vocation, avocation, or trade has a society or association organized to meet the specific needs of its members, and the United States has the most fully developed association sector in the world. Even Garrison Keillor spoofed our national proclivity for forming associations, inventing the American Duct Tape Council as a fictitious sponsor of his radio show, *A Prairie Home Companion.*

The most basic function of associations is to distinguish their members from others in similar professions or types of commerce or to bring together individuals with common vocational interests (e.g., the American Industrial Hygiene Association) or avocational interests (e.g., the Road Runners Club of America). Such organizations are most often formed to provide information to the public; to set standards for a profession, system, or service; to represent their members' interests before legislatures or regulatory bodies; or to provide services or products that enable their members to succeed.

EMERGENCE OF ASSOCIATIONS

Groups of people associated by the business they engage in have been around for a long time. The most recognizable precursors of today's professional associations are the guilds of Western Europe. The guild system, with its formalized apprenticeships and protective regulations, has its origins in Roman culture. Guilds established standards for production, set prices, monitored sales, oversaw wages and hours, and maintained training and apprentice programs. Membership was not voluntary, and the competition with similar guilds from other cities could be fierce. In many cities, guilds came to wield substantial political power and were able to influence civic decisions as well as some of those made by the church. For example, in 1418, the Wool Guild in Florence was involved in design and construction of the famous cathedral dome. And in London, the annual election of the Lord Mayor of the City of London was heavily influenced by the guilds.

The guilds lost power and influence as the modern market economy and democratic principles began to spread. Instead of guilds designed to control trade for their members in a specific commodity or trade within a specific city or town, organizations of merchants and other artisans formed to encourage and support common commercial interests. For example, the first chamber of commerce was formed in New York State in 1768, and the New York Stock Exchange was established in 1792.

During the nineteenth century Industrial Revolution, new trade associations and professional societies began forming in the United States, particularly among business owners. By 1890 many of these were well established and were lobbying Congress, holding regular meetings, and maintaining offices. The American Institute of

Andrea Rutledge is executive director of the National Architectural Accrediting Board in Washington, D.C.

Architects falls into this category. Founded in 1857, the AIA celebrated its thirty-third anniversary in 1890 and had just elected its third president. Other familiar organizations were founded later: the American Bar Association (1878), the National Society of Professional Engineers (1905), the Associated General Contractors of America (1918), and the American Council of Engineering Companies (1934).

In the twentieth century, associations and professional societies became more organized, hiring staff trained to support activities of the group, codifying rules and procedures for boards, establishing criteria for membership, and developing an expanding range of services for their members. These groups have coalesced into several distinctive types. The following definitions come from *The Association Law Handbook*:

Professional societies are "composed of individuals or members who have acquired knowledge and experience that qualifies them as specialists in performing particular services." These groups can be horizontal, "servicing one functional level of an industry or profession; alternatively they can be vertical, serving all functional levels." Professional societies related to design and construction include the International Facility Management Association, the Building Owners and Managers Association, the American Society of Landscape Architects, the Society for Design Administration (SDA), and the American Institute of Architects, among others.

Trade associations are "composed of individuals or firms concerned with a single product or service or those concerned with a number of related products or services." A number of trade associations represent participants in the design and construction industry, including the Associated General Contractors of America (AGC), the National Association of Home Builders, and the National Manufacturers Association.

Charitable institutions are composed "of members with interests in whatever kind of science, educational area, or charity is represented by the association." Included in this category are the American Architectural Foundation, the Corcoran Museum of Art, and the Smithsonian Institution.

ROLES PROFESSIONAL SOCIETIES PLAY

People often decide to join professional associations because of an invitation from another professional in their field. Members renew their membership over time because they value specific services the association provides. The services commonly provided by professional societies are described in this section.

Bringing People Together to Effect Change

In his 2001 book *Principles of Association Management*, Henry L. Erstthal, CAE, suggests "the uniqueness of associations rests in their members' strong feelings of ownership and involvement in decision making. Members believe they can make themselves heard and effect change within and through their associations." This is a central reason many cite for joining a professional society or trade association. In a 2006 survey of AIA members' needs, 64 percent of respondents indicated they joined the Institute "to show my commitment to the profession." These individuals clearly believe that collectively, under the aegis of a professional society, they have greater control over the elements that shape and influence their work. In addition to contributing to their professions, many join associations to develop professional networks and contacts. Many experienced professionals remark on the value of spending time in the company of other professionals talking about the things that matter, developing lifelong networks and relationships, and learning from one another in informal settings.

Providing Resources to Members

Another reason people join professional societies is to gain access to knowledge and services that will help them address particular problems. These resources take many forms depending on the association. The AIA, for instance, has for many years published contract documents for use in the design and construction industry, as well as a monthly economic report (*Work-on-the-Boards*), which analyzes the economic trends that affect design and construction. The Society for Design Administration has developed a software program for tracking the continuing education requirements of a firm's licensed professionals. Most professional associations today provide members-only Web sites with much information valuable to the everyday life of their members.

It is against the law for associations to deny nonmembers access to products and services they provide to their members if, as cited in the *Association Law Handbook*, those products or services may be considered to "confer important competitive or economic benefit." However, it is considered lawful to charge nonmembers a higher fee for products and services as long as the difference between the member fee and the nonmember fee is not so high it "compels membership." In other words, the member/nonmember price difference for the *2006 AIA Firm Survey* cannot be the same as the current dues rate.

Promoting the Value of Professional Members

Most professional associations aggressively promote their members as better prepared, more knowledgeable, and more likely to serve the public than nonmembers. For example, many associations, through public relations and marketing campaigns, promote their members as providers of the highest degree of professional service to the client.

Connecting Groups of Allied Professionals

In his 1997 book *Professional Practices in Association Management*, John B. Cox, CAE, says, "The fundamental proposition undergirding all coalitions is simple: People who share a common purpose and perspective can accomplish more when they collaborate than when they pursue narrower interests on their own." And while associations are themselves coalitions, they often work institutionally with other, related organizations to achieve common goals. Sometimes associations form coalitions for specific purposes; for example, in 2006 the American Society of Association Executives (ASAE) led a broad-based coalition of associations to lobby for passage of federal legislation that would enable associations to form groups for the purpose of providing health insurance for their members' small businesses (e.g., sole practitioners). Other coalitions are formed for more general purposes, as the AIA/AGC Joint Committee, which has met twice each year for more than fifty years to discuss "issues of mutual interest and concern."

Offering Continuing Education Programs

Licensing of professionals, especially those whose business may affect the health, safety, and welfare of the public, is a state responsibility. Consequently, each state has established requirements for receiving and maintaining a professional license. In many cases, maintaining a license includes a requirement for continuing education. This is especially true in architecture and the law. Professional societies are often the primary provider of continuing education for their members, and because professional societies are precluded by law from excluding nonmembers from the programs they offer, the societies become the primary provider of continuing education for the entire profession.

In some cases, professional societies work together to provide cross-disciplinary training for their members. For example, each year ASAE offers a symposium on association law. The program is open to anyone interested in the issues; however, association executives and attorneys attending the program can earn six of the education units that may be required for certification (in the case of association executives) or maintaining bar memberships (in the case of attorneys).

Conducting Advocacy and Lobbying

Associations lobby for issues of value to their members—including legislation or regulations that affect their ability to conduct business in a state or other jurisdiction. Lobbying has become a significant effort of many associations. In addition to employing professional lobbyists on staff or retaining a lobbyist to represent the association, many professional societies engage their members as "grassroots advocates."

In grassroots programs, individual members are brought to Washington, D.C., or the state capital, where they are briefed on specific issues or a particular piece of legislation and encouraged to visit their elected representatives to discuss them. Many associations have also established political action committees (PACs). Members can make voluntary contributions to the PAC, which, in turn, makes contributions to candidates for state or federal office who support positions favored by members. Associations are regulated by the same laws that affect other lobbyists. This means they must file reports with state and federal authorities and can be limited in the amount of money they spend on lobbying activities. Similarly, association PACs are subject to the same reporting requirements as other PACs.

Raising Funds for Special Needs

Trade associations and professional societies, generally speaking, receive tax-exempt status under section 501(c)(6) of the U.S. tax code. While this status exempts associations from certain taxes, it does not allow gifts of money or services given by an individual to be designated as tax-deductible. This limits the ability of associations to raise funds for special needs such as scholarships or research. In response, some professional societies and trade associations have formed foundations or charitable organizations (e.g., the American Architectural Foundation, or AAF, and the AGC Educational and Research Foundation) under section 501(c)(3) of the U.S. tax code, which gives these organizations tax-exempt status. Such foundations have specific educational, cultural, or scientific purposes that are directly related to the profession. For example, the AAF supports several scholarship programs for students enrolled in architecture programs (e.g., the Minority and Disadvantaged Scholarship Program). Under special circumstances, related foundations may also establish special funds for disaster relief or other philanthropic activity. Members of the association, and nonmembers as well, are able to make tax-deductible gifts to these foundations in support of specific initiatives.

Providing Insurance and Other Benefits

Most associations provide benefits for their members. In the case of a professional society, many of these are directed toward improvement of the individual member's ability to succeed in his or her profession. For example, the AIA offers architects access to professional liability and health insurance programs. SDA offers a certification program for its members, and the American Council of Engineering Companies offers an organizational peer review program to architecture and engineering firms. In the case of charitable organizations, the benefit often takes the form of reduced prices for subscriptions or tickets to events.

GETTING INVOLVED

Architects may choose to belong to several organizations related to their careers, from a broadly focused organization such as the AIA to groups with a narrower focus such as the Construction Specifications Institute, International Facility Management Association, American College of Healthcare Architects, U.S. Green Building Council, or Design-Build Institute of America. The decision about which organizations to join is personal; each architect must determine which groups will provide the information most likely to advance his or her professional life. One strategy is to begin by joining just one organization and later add memberships in others as your experience broadens and your career matures.

The first step to involvement is to join the organization. Nearly all professional organizations have membership criteria, forms, and other materials available on their Web sites. Some groups permit individuals to join directly from the Web site; others require additional information and original signatures on the application form. If a professional society has a local office, it is often listed in the local telephone directory, and a phone call will generally yield information about dues, meetings, membership categories, and other matters.

Members of professional societies of all sorts generally get more from their membership when they become involved in the activities of the organization, whether it is at the national, state, or local level. All professional societies need volunteer support: from sorting mailing lists to serving on the annual local design awards jury to representing the chapter at a state meeting. One of the easiest ways to get involved is to attend a meeting, listen carefully to the requests for volunteers, and then sign up. Some helpful questions to ask prior to volunteering for a leadership role in an organization include these:

- Is the assignment specific or general? There is a big difference between chairing the design jury for this year and organizing the design jury every year.
- How much time will the assignment take? Does this task force meet every week in person or by conference call? Is the report due in two months or two years?
- What support can you expect from colleagues and, if available, from the chapter staff? Will an association staff member be responsible for preparing the meeting agendas or will you?

Answers to these questions can help determine the level of commitment expected of volunteers.

Note that some associations have a membership category for "associate" or "allied" members, which could allow architects to join organizations related to their specialty that they may not qualify to join as regular members. The particular association's bylaws often dictate the participation level associate or allied members are permitted. For example, the associate member category for SDA—defined as "those persons whose products or services support the design profession"—confers associate members the right to attend and participate in all SDA meetings but restricts them from holding national office. The AGC has a category of membership called supplier/service provider; members at this level join through its chapters. Associate members of the AIA may hold only limited positions on state, local, or national boards and may not vote on certain issues. This is in keeping with association law, which permits associations to limit the role of associate or allied members in the governance of the organization. However, these limits are relatively narrow and should not be construed as limiting the ability of associate members to become engaged in volunteer roles in professional societies.

LOOKING TO THE FUTURE

Associations continue to flourish in the United States, and in recent years they have begun to develop in other countries as well. Among all the activities spawned by these

▶ For a list of professional and related trade organizations in the design and construction industry, see Appendix A, Allied Professional Organizations, in the back of the Handbook.

organizations, the winds of change have been noticed. In *Ins and Outs for Associations and Nonprofits for 2006*, Stephen C. Carey, Ph.D., CAE, and the research staff of *Association Management and Marketing Resources* report several trends likely to affect the association sector over the next five years:

- *More frequent mergers and consolidation.* According to Carey, "Many associations are facing increased pressure to merge with partner/competitor associations in the industry." This trend is fueled by a number of members who are tired of paying dues to associations representing different segments of the same industry and are likely to drive consolidations by demanding that societies either distinguish themselves or combine to better meet their needs.
- *Increased "desktop" delivery.* Carey and his team note a growing interest in associations being able to deliver content to members "at the desktop." This is a result of the sophistication of interactive technology hardware and software. Association members can now access information in a variety of ways, including via handheld PDAs, iPods®, and laptop computers.
- *Changes in member expectations.* As younger members mature into association leaders, they will more fully assert their different needs and expectations for engagement with an association and with each other. As reported by Paul Ponerantz in "Rules of Engagement" in the September 2004 issue of *Association Management* magazine, younger generations are not content to "sit on the sidelines and wait their turn to play." This desire to become meaningfully engaged in association activities manifests itself in a need for the association to provide educational programs that are affordable, accessible, and asynchronous. Younger members of associations also expect to be drawn into the leadership of the organization quickly, sometimes bypassing traditional "pay your dues" roles within the organization.

How will these issues affect individual members of organizations, including those in the design and construction industry? Members will most likely see changes in how they receive information (e.g., newsletters, e-mail, or news feeds from the association's Web site), how they interact with each other (e.g., face-to-face at annual conventions, by e-mail, or in Web-based dialogues), and where they purchase certain goods and services (e.g., an association bookstore could be spun off as a for-profit subsidiary and relocated to a retail center). Finally, instead of being based on a vertical progression from committee chair to board member to board chair, leadership development activities may be structured on a merit- or competence-based progression from active member to task force chair to national board member.

Despite such changes in how services are delivered to association members, people with common interests or in a common profession will still come together to develop new solutions to common challenges, to learn, and to advocate on behalf of issues important to them professionally and personally.

For More Information

For lists of associations and professional societies in the United States, visit the American Society of Association Executives Web site at www.asaecenter.org to use the "Gateway to Associations" search feature. This search engine will help you find associations across the country using a few key search terms.

Information about opportunities to participate in the AIA at national, regional, and local levels can be found on the AIA Web site at www.aia.org. *AIA Public Policies and Position Statements* and the *AIA Member Benefits Guide*, updated annually, are available in PDF at www.aia.org.

THE AMERICAN INSTITUTE OF ARCHITECTS

The AIA was formed, according to its bylaws, to "organize and unite in fellowship the members of the architectural profession of the United States of America; to promote the aesthetic, scientific, and practical efficiency of the profession; to advance the science and art of planning and building by advancing the standards of architectural education, training, and practice; to coordinate the building industry and the profession of architecture to ensure the advancement of living standards through their improved environment; and to make the profession of ever-increasing service to society." The AIA achieves a contemporary expression of its historical vision and mission through its services, products, and support of the architectural profession.

Member Participation

Today, the AIA has more than 80,000 members worldwide in several membership categories, including Architect, Associate, International Associate, Emeritus, and Allied members. The AIA supports its members in the development of their careers in a creative, constantly evolving profession and provides information that helps them sustain the growth and health of their firms. It also offers some benefits, such as insurance, that support the business of architecture.

AIA members can participate at three levels of membership: national, state, and local. In addition to traditional governance roles (e.g., board member, committee chair, or regional director), members can participate in the AIA through knowledge communities organized by type of practice or special interest (e.g., historic preservation, small practice, building science and performance, and architecture for education) and member affinity groups (e.g., the Young Architects Forum), which are organized to a certain extent by length of time in the profession. Across the AIA, there are many possibilities for participation; for example, opportunities to serve include roles such as the following:

- Chair of the state design awards program
- Regional associate director on the National Associates Committee
- Young Architects Forum regional liaison
- Local AIA component board member
- Member of the national Committee on the Environment advisory group
- State vice president
- Regional treasurer
- National regional director
- College of Fellows bursar

Among the AIA's national leaders are architects whose careers have included decades of service in local, state, and national roles.

AIA Programs

The Institute routinely researches what services, products, and other opportunities its members find valuable. In particular, the AIA carries out a member needs assessment every six months, polls members on advocacy issues each year, surveys interns every three years, collects and evaluates comprehensive information on firms every three years, and analyzes economic data and the projected impact on architecture and construction each month. From this information, the Institute develops position statements, products, services, programs, and other resources in formats that most closely meet members' expressed needs. Some items are available on the AIA Web site, while others are in print; still others (especially continuing education) are presented in person. Recognizing that not all products, services, and programs will meet the needs of all members all of the time, the intent is to provide a mix that will meet the needs of most members.

Continuing education. The AIA offers many education programs at the national, state, and local levels and supports a continuing education system (CES) that serves both members and program providers. AIA/CES provides members with access to programs that enable them to meet the continuing education requirement for AIA membership (18 units per year, of which 8 must be in subjects related to protecting the health, safety, and welfare of the public), as well as state continuing education requirements for licensure. The AIA/CES registered provider program supports learning partnerships with firms, AIA components, and other continuing education providers. In addition, AIA/CES provides a third-party system for recording participation in professional learning activities.

AIA National Convention and Design Exposition. Each year the AIA national convention and expo offers members and others a major educational opportunity. This four-day event features continuing education sessions (seminars, workshops, and tours), networking and socializing events (e.g., regional receptions and alumni gatherings), presentations on significant issues or from well-known architects (e.g., a panel on integrated practice or a presentation by a recent Gold Medal winner), honors and awards presentations, and a trade show. Members can earn all required continuing education units for membership for the year (and for many, state continuing education requirements) while attending the national convention.

Knowledge communities and knowledge resources. Members have access to specialized architecture knowledge through the AIA knowledge communities. These groups comprise members who share a common interest in a given area of practice and collaborate to sponsor educational and networking opportunities with like-minded others. More than twenty knowledge communities address a variety of professional interests in different aspects of

professional practice. Groups have formed around such issues as international practice, the concerns of emerging professionals, practice management, historic preservation, leadership for architects, and sustainable design and the environment, as well as specific building types (e.g., architecture for education, health care architecture, religious architecture, interior architecture, housing, and retail and entertainment architecture).

The AIA also provides knowledge resources to its members through its library and archives, Web sites, and publishing partnerships. With John Wiley & Sons, the AIA produces the *Architect's Handbook of Professional Practice* and *Architectural Graphic Standards* and supports the publication of other practice titles such as the *Architect's Essential* series. With Taunton Press, the AIA publishes specialized works on residential architecture intended to familiarize the public with the benefits of working with an architect.

Lobbying. The AIA advocates on legislative, regulatory, and related issues of importance to AIA members before federal, state, and local governments and other policy-making bodies. These efforts include lobbying for legislation that either benefits member practices (e.g., tax cuts for small businesses) or advances issues that architects believe are important (reducing the energy consumption of buildings). Advocacy activities take place in Washington before the U.S. Congress on such matters as federal tax credits for sustainable design and historic preservation, health insurance for small businesses, transportation studies, and federal grants to ensure that historic properties damaged by catastrophic storms can be restored. AIA components also lobby for members at the state and local level. This often takes the form of advocacy to prevent encroachment on the title "architect" by other design professionals whose professional qualifications do not meet the standards for architecture education, experience, and examination.

Programs for emerging professionals. The AIA supports its younger members as they advance in the profession, encouraging them to complete an internship and the architect registration examination (ARE) process in a timely, rigorous, and respectful manner. To that end, the AIA provides ARE preparation courses, tools to assist in completing the Intern Development Program (IDP), mentoring information, and the Emerging Professional's Companion, an online study tool for earning supplemental IDP credit.

AIA Contract Documents program. With their 120-year history, AIA Contract Documents are the "gold standard" for design and construction contract documents in the United States. More than 100 contracts and forms have been developed through a consensus process that involves owners, contractors, attorneys, engineers, and others, as well as architects. The documents establish relationships between architects and other parties that protect the interests of both. The AIA continually updates the documents to stay current with trends and practices in the construction industry.

Honors and awards programs. The Institute recognizes its members for outstanding work and for service to the profession through a number of different programs, including the College of Fellows, AIA Honors and Awards, and the Gold Medal and Architecture Firm awards.

The AIA College of Fellows honors architect members for outstanding service to the profession over time. Nominations can be made in five categories: design, education, service to the profession, service to the community, and technical advancement of the profession. Fellows are permitted to use the designation "FAIA" after their names on business cards and in professional settings.

In addition to its recognition of the contributions of individuals, the College of Fellows is actively engaged in supporting research in the profession through the Latrobe Prize. Awarded biannually in odd-numbered years, this award is granted to an architect or group of architects working in partnership with scientific and/or academic institutions to develop a specific body of scientific knowledge that will be applicable to architecture practice. Past Latrobe recipients have focused on manufacturing methodologies, neuroscience, and health care.

The AIA Honors and Awards Program seeks to recognize the best work in a given year in the categories of Architecture, Interior Architecture, and Regional and Urban Design. Other groups within the Institute recognize excellence in specific project types through juried competitions. For example, the Housing Knowledge Community recognizes excellence in housing design each year and the Committee on the Environment honors designs that meet specific criteria for sustainable design, such as use of recycled products, and other green factors.

The AIA Gold Medal is conferred on an individual architect by the national AIA board of directors in recognition of a significant body of work of lasting influence on the theory and practice of architecture. The Architecture Firm Award is the highest honor the AIA can bestow on an architecture firm to recognize the consistent production of distinguished architecture.

Member Benefits

Some AIA efforts fall more into the category of general member benefits than programs related to the practice of architecture.

The AIA established the AIA Trust in 1952 as a separate entity to develop, and make available at the greatest possible value, insurance and other benefit programs for members and components of the AIA and to serve as a risk management resource for the practice of architecture. The Trust selects member programs in conjunction with independent consultants to meet high

(continued)

standards of quality, value, financial stability, service, and coverage.

Members can also use the services of the AIA's Affinity partners. These are companies and service providers (e.g., computer sellers, special package delivery services, car rental companies) that have agreed to offer their services to AIA members at a discount. Many sole proprietors and small firms are able to save considerably by taking advantage of these programs.

A Consortium of Like-Minded Professionals

For AIA members, many of the issues architects face today are similar to those faced when the Institute was founded. Each year, the AIA and its members look for new solutions to "old" problems, as well as emerging ones, and work with each other and their communities to create healthy, secure, and sustainable places to live and work. More information about the AIA can be found at www.aia.org.

1.3 Public Service and Community Involvement

William E. Roschen, AIA, LEED AP, APA

Architects engaged in civic leadership serve communities through volunteering, public advocacy, and pro bono work. By participating in such outreach efforts, architects become trusted voices in the community.

The "citizen architect" is a concept that began in the United States with Thomas Jefferson more than 200 years ago and remains a compelling model for the twenty-first century architect. The very nature of our work offers architects leadership opportunities at the center of public life. Many successful architects have gone one step further and taken their professional expertise into roles as civic volunteers, community and cultural leaders, public service appointees, and elected government officials.

Such citizen architects can make significant contributions to community planning and development initiatives. Through this civic engagement, the architect becomes a trusted community voice. For the architect, this volunteer time is a rewarding investment in the community and cultivates professional growth and opportunities.

The complexity of local and regional development needs and challenges in the United States today makes it increasingly important for architects and other professionals to provide civic leadership. In many geographic areas, issues involving land use, planning, sustainability, and architecture are being addressed in an interconnected manner. Community leaders, including architects and other professionals, are helping to develop innovative strategies that can build communities that are more environmentally sound, economically viable, and socially equitable.

▶ The Architect in the Political Process (1.4) discusses how architects can apply their knowledge and skills in a variety of venues and settings to make contributions in the political arena.

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VOLUNTEERING

Architects who volunteer their time and expertise will find multiple opportunities to participate in their communities. Volunteering makes the architect more visible in the community, and often this visibility expands the architect's civic knowledge and networks. Architects can participate in their communities through many avenues, including positions on:

- Zoning and planning boards and commissions
- Historic preservation commissions
- Architecture and design review boards and committees
- Building code commissions and variance review boards
- Community redevelopment agency boards
- State registration boards
- Special committees and commissions to review and recommend public policy in housing, land use, environment, design, and construction
- Boards or committees of nonprofit organizations such as museums, cultural and arts organizations, housing coalitions, and conservation foundations
- Chamber of commerce boards and committees
- Neighborhood councils and improvement associations
- Business improvement district boards and committees

In these positions, architects are welcomed for their professional and technical expertise, for their creativity and innovation, and for their knowledge of solution-driven processes. Significantly, idealism and vision as well as practicality and economy are among their appreciated values and skill sets.

Other significant roles for architects include acting as government agency advisers (often under contract) or serving on a politician's "kitchen cabinet" or in a "think tank" to weigh in on proposed legislation. Architects can gain important knowledge and contacts in these positions. However, in recognition that architects provide professional services and have financial interests on projects they administer or control, these entities have developed procedures for handling potential conflicts of interest.

PUBLIC ADVOCACY

The government policy-making process seeks to synthesize the needs and aspirations of the public while recognizing that the "public" has diverse interests and motivations. The collection of people and organizations that are the public develop and advocate positions on issues and form alliances to influence policy. Legislators and government officials depend on the information and positions presented to them. At any given moment, government officials, legislatures, and even the courts are considering rules, initiatives, and cases in which architects may have knowledge or interest. Working as individual professionals or in coalitions, architects can have a significant effect on the policy-making process by contributing intellectual vitality and technical expertise on important problems and questions in the public arena. As advocates, they can articulate the position of the profession on issues and initiatives. For example, it is not uncommon for an architect—usually as part of the AIA or state or local AIA components—to contribute ideas and even language to the bill-drafting staffs of executives and legislators. These architects continue to commit time and energy to establishing and maintaining legislative interest in a bill, working toward its passage or defeat, and encouraging the chief executive to sign or veto it. Architects can also become involved in the judicial process as participants—plaintiffs and defendants—in individual litigation, which may test existing laws and provoke new judicial interpretations.

The AIA sponsors a number of community service programs such as the Rural/Urban Design Assistance Teams (R/UDATS), the Design Assistance Team (DAT), and the Disaster Assistance program. Contact the Institute at (800) AIA-3837 or (202) 626-7300 for further information.

When participating on zoning, planning, and design boards, you may or, in some circumstances, must legally and ethically excuse yourself from voting on projects in which you have an interest. You may also find yourself refraining from seeking projects that may create a conflict of interest in your role as a public servant.

Effective advocacy requires continuity and steady involvement. This is most often carried out through local and state components of the AIA. Many volunteers are needed to carry the message. The most effective lobbying is done by constituents most directly affected by a proposed piece of legislation. In addition to individual visits with legislators and key government officials, many AIA components organize special events for legislators, lobbying days, and rapid-response programs to ensure contact between their members and those in the political arena.

The political action committee (PAC) provides another forum for advocacy. With the financial support of many individual members of an interest group, a PAC plays an important role in helping to elect legislators who share the goals and concerns of the interest group. The AIA PAC, called ArchiPAC, is an integral part of AIA efforts to increase congressional awareness of AIA policies and positions on national issues. Many AIA state components have PACs as well.

PRO BONO PROFESSIONAL SERVICES

An increasing number of architects are providing professional services pro bono publico—literally "for the public good." This may take many forms, including organizing community planning and design exercises; recommending solutions for community problems; and participating in projects for the homeless, AIDS shelters, and other situations where funds for needed professional services are limited or nonexistent. Some architects also volunteer design services for community centers, churches, theaters, and other nonprofit organizations.

Yet many architects look askance at these pro bono activities, perhaps with good reason. The point is often made that many of these same organizations raise funds for construction, so why not include design fees in their fund-raising activities so that architects and contractors can be paid for their work? However, the biggest deterrent for architects is not lack of payment for work, but the legal ramifications of providing free services. Regardless of whether they are paid, in the majority of instances, licensed architects can be held liable in the event of building-related problems.

There is usually one important exception to the liability issue. Architects volunteering to perform building assessments as disaster service workers may be deputized and indemnified for their disaster assistance by the appropriate governing body.

Often pro bono services are focused on the front end of a project—providing analysis, concepts, cost estimates, and presentation materials—that can be used to attract funding. Sometimes, though, a firm may provide services through design documentation and construction.

Architects who provide pro bono services usually find personal and professional satisfaction in their work, as well as opportunities to work on new kinds of problems. They also report receiving increased visibility in the community, which can lead to new clients and new projects for their firms.

The standard of care for professional services still applies to pro bono work. See Architects and the Law (2.1) for a discussion of the standard of reasonable care.

THE ARCHITECT AS A TRUSTED VOICE

Architects can serve as a bridge between clients, the community, and public agencies. Crafting a program and project with the appropriate balance of community benefits may help clients receive entitlement approvals and community support. On the other hand, architects who have been engaged in public service develop the skill sets, vocabulary, and appreciation to bring community confidence to a design proposal. Collaboration between architects and their communities can bring benefits to both.

THE ARCHITECTURE OF ENGAGEMENT

It is clear that the architecture profession has much to offer society at large. As planners, problem solvers, and holistic and optimistic generalists, architects have valuable skills to offer the community, the business world, and the political arena. Of signal importance are our professional attributes of civility, cooperation, and openness. Our professional training makes the architect well suited for engagement within the civic life of the country. How do we begin to define "civic engagement" and develop a framework for meaningful engagement?

In *A Call for Civil Society: A Report to the Nation from the Council on Civil Society,* published by the Institute for American Values in 1998, a bipartisan group of concerned citizens constructed a strategy for renewal of our democratic moral truths. The report identifies 12 "seedbeds of civic virtue," which include the arts and arts institutions among those aspects of our society that constitute "our foundational sources of competence, character and citizenship." Another seedbed of civic virtue identified is our voluntary civic organizations, which the report recognizes as a "hallmark of American excellence."

What does this mean for us as citizens and as architects today? What is the relationship between voluntary civil associations, political planning processes, the media, and American civilization? What opportunities are there for architects to participate actively in the civic life of the country? What are the dangers? How might we begin to fully engage the profession in the civic life of America?

There are clearly ample opportunities for architects to maintain, bolster, and invigorate the quality of life within our communities. Who is better suited for that than architects, with our ability to reach consensus and complete complex projects, our vision and leadership ability? However, as we delve into the world of civic engagement, we must be mindful of the cautionary words of Lewis Mumford, written in 1924 in his groundbreaking work *Sticks and Stones*. In a chapter entitled "Architecture and Civilization," Mumford wrote: "Our architectural development is bound up with the course of civilization: this is a truism. To the extent that we permit our institutions and organizations to function blindly, as our bed is made, so must we lie on it; and while we may nevertheless produce isolated buildings of great esthetic interest . . . the matrix of our physical community will not be affected by the existence of separate jewels." Mumford, in understanding the intrinsic relationship between architecture and civilization, tapped the essential need for architects to be engaged in the life of the community. As he wrote: "A city, properly speaking, does not exist by the accretion of houses, but by the association of human beings."

Let's get to work.

Harris M. Steinberg, FAIA

1.4   The Architect in the Political Process

Søren D. Simonsen, AIA, AICP, LEED AP

The knowledge and skills of the architect can be applied in a variety of venues and settings to make significant and positive contributions in the political arena.

Architecture, by its very nature, is political, and architects are often well suited to be effective participants in the political process. Architects are frequently in a position to influence the outcomes of projects—including buildings, community and regional plans, and public policies—that are very much a part of the public domain and often subject to intense public scrutiny. Their ability to serve well in this position

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may be due, in part, to the professional education and training architects receive. It may also be due to the nature of the architect's work, which is about problem solving and is inherently collaborative and results-oriented.

THE ARCHITECT'S RELEVANT TALENTS

As design professionals, architects can bring a unique and sometimes essential perspective to the political process by leveraging their skills and abilities, a number of which are described here.

Visionary Outlook

In the course of a building project or development of a community plan, architects are often asked to be "visionary." They visualize abstract ideas or concepts and translate them into instructions for completing actual projects. Similarly, the process of carrying a general, abstract idea through to a specific outcome is a vital part of the political process. The outcomes in the political process often include policies, regulations, and services but can also involve specific "products" such as buildings, roads, and infrastructure.

Experience as Moderator/Facilitator

Architects are well acquainted with facilitating the design and planning process. Almost any building project, whether large or small, requires skillful negotiation to bring different viewpoints together to meet a common goal. These skills are needed, for example, as the architect builds consensus with a large committee working on an institutional project with many different departments or stakeholders. Facilitation skills also are needed when the architect must find common ground between a building owner's expectations and the regulations and ordinances of a community. Facilitation skills are also useful in the development of plans and specifications, and the interpretation and coordination of those plans with the contractors and subcontractors who execute them.

Creative Problem Solving

Depending on broad variables such as site conditions, building regulations, client expectations, and the needs of end users, architects usually begin the design process without knowing exactly what the outcome will be. The process of solving design problems includes asking the right questions and involving the right individuals—both at the right time. The process frequently requires looking at issues from different angles, and even sometimes means completely changing a point of view when it becomes obvious a better solution lies in a different direction. In the political process, the easy answers are not always the right answers, and the ability to ask the right questions and explore issues from different viewpoints is a tremendous asset.

Dedication to Creating Livable Environments

A primary responsibility of government is to uphold the Constitution and protect the rights of citizens. Aside from this, political issues tend to focus on quality of life, or the creation of livable communities. Safety, security, health, social issues, environmental issues, and economic issues are all integral pieces of this puzzle. These issues are at the forefront of many policy discussions at every level of government—local, state, and federal. The work of architects frequently involves intense thought, exploration, and application of ideas that can affect the physical form of a city or neighborhood, often in the form of buildings and places that contribute to the core services of communities such as education, health care, governance, and social issues. Thus, architects are in a good position to be leaders and advocates in creating and implementing policies to create desirable living environments.

Fiscal Stewardship

Budgets are a significant determinant in most building projects. Architects can find budgetary considerations to be a significant constraint in defining a design problem. However, some architects use such constraints as opportunities to think about a problem holistically and to find solutions that can be "outside the box." Government activities nearly always operate with considerable fiscal constraints. The budgetary process that government agencies and institutions go through on an annual basis is one that can benefit greatly from holistic thinking. Applying creative thinking to this budgetary process is just as helpful as using it to engage any sort of physical or environmental problem.

THE ARENAS OF GOVERNMENT

For better or worse, regulation and governance affect every aspect of the discipline and practice of architecture. From the rules of conduct for business practice to the regulation of the planning and building industry, architects have much to gain and much to contribute in the development of policies that shape what they do. Officials who develop public policies that affect the built environment are not always equipped with the vision and expertise to realize the long-term effects of the regulations they impose. The architect's voice at the table, whether formal or informal, is an increasingly important one.

At all levels of government, there are many opportunities for architects to become involved in the political process. Sometimes the level of government for elective office is viewed as a progression. If your interest lies in a political career, this certainly may be the case. Building constituencies, creating name identity, and establishing a political track record often occur in a progression from local to state to national political scenes. Opportunities exist, however, in each level of government, which may or may not require seeking elective office or pursuing a full-time political career.

Local Government

For many architects, involvement in the local political process may be the most obvious way to affect policy decisions, since policies that shape the physical environment we live, learn, work, and play in every day are most influenced by local governance. Most building development is regulated by local building codes, community plans, and zoning ordinances. Such regulations not only govern buildings, but also the design, development, and ongoing maintenance of public places such as streets and parks. Local government leaders also frequently have stewardship—either by direct responsibility or by local regulation and oversight—for public infrastructure and utilities such as power, water supply, waste- and storm-water collection and treatment, and communications systems.

In addition to stewardship over the built environment, local officials also have responsibilities for social, environmental, and economic initiatives that directly affect quality of life. Such initiatives include the administration of emergency services (police, fire, and ambulance) that ensure safety and security; the creation of policies that affect availability and affordability of housing for residents with various incomes and at different stages of life; and the permitting of businesses to provide important services and create opportunities for employment.

Involvement at the local level of government can be the most challenging political opportunity, as well as the most rewarding. In addition, a local elective office is least likely to become a full-time endeavor, and for an architect interested in maintaining a professional practice, may offer an appropriate level of involvement.

Regional Authorities

The nature of regional governance varies widely and is often determined by state constitution or regulation. Some states allow for strong county government or regional authorities, such as school districts, transportation and port authorities, or utility

districts that often have significant authority. Frequently, the responsibilities of such bodies include regulation of land use and transportation systems, regional planning, and other jurisdictional oversight with regard to air and water quality. Regional authorities also may share some of the responsibilities for local governance, including public safety, health, and security.

County and regional governance also may include responsibility for vital public services such as public health, public education and literacy, public transit, and economic development. These services often include development or oversight of public buildings such as hospitals and health clinics, schools, libraries, museums, and cultural and recreational facilities.

A concern of growing importance for large metropolitan areas is the need to address issues of sustainability and disaster preparedness. Architects may be an increasingly important voice and resource as responsibilities for regional governance expand to address energy consumption and conservation; efficient transportation systems; land use policy, including efficient development patterns and open space and agricultural preservation; water and air quality; and emergency management, including damage assessment and provision for relief facilities.

State Government

State governance addresses a broad array of issues, many of which are outside the realm of architecture and planning as a discipline but may affect the profession of architecture in areas of business regulation and professional practice. State laws regulate or provide a framework for business and commerce, including state licensing, corporate law, and business ethics. Most states also regulate land use and transportation policies, which are carried out at the local or regional level, and this can have an indirect impact on local planning decisions. Regulation and oversight of funding for major transportation, transit, and infrastructure are also often carried out at the state level. State agencies also carry out large numbers of projects involving new building construction, renovation, and maintenance in which architects can have a profound influence.

Unlike local government bodies, which often comprise just a few elected officials, state governance includes broad representation in the form of hundreds of officials from all walks of life. The diversity of representation and the breadth of issues at the state level generally result in many different kinds of coalitions. While architects don't have to be knowledgeable in every area, they should know who is knowledgeable in a particular area when needed. In this way, they will be able to offer valuable insight and expertise in many political areas.

Federal Government

Governance at the federal level has the broadest reach and generally receives the greatest public scrutiny. Federal officials and federal policies are constantly in the public eye. Considerable trust and responsibility are inherent, and broad thinking is essential. Historically, the federal government has focused on national defense, interstate commerce, and the protection of civil rights and liberties. In recent decades, the federal government has become increasingly involved in transportation, education, environmental, and social policies that directly affect individuals, businesses, and communities.

As with state governance, coalition building at the national level is essential. On issues relating to community development—including research, public policy, and project funding—architects have much to contribute to coalitions where knowledge and leadership are needed. Architects also have much to gain from establishing strong coalitions around issues such as regulation of business and commerce that affect the architecture profession.

Their knowledge and practical experience makes it possible for architects to articulately and skillfully contribute to public debate on important national policies. Buildings constitute a significant portion of national energy use, resource consumption, and environmental degradation. By sharing knowledge and helping frame the issues,

architects can help shape policies and regulations that may ultimately benefit generations of future citizens.

TYPES OF POLITICAL PARTICIPATION

The influence of architects in many political arenas is expanding. The collective voice of architects through professional association—such as the increasingly effective grassroots advocacy efforts of the American Institute of Architects—is magnified through the individual influence of architects who choose to become personally involved. These individual architects can make their influence felt in the legislative or executive process without holding an elective office. Different levels of involvement require different degrees of commitment in terms of time and resources. It is important to understand the degree of commitment before jumping in.

Advocacy

Advocacy is the most basic form of political involvement. It includes activities such as being a spokesperson for media inquiries, speaking at a public hearing or political rally, or actively participating in some other public context in support of or in opposition to a proposed policy or legislative action. Advocacy is a role architects are often comfortable with, since they are accustomed to serving in advocacy positions with respect to clients, planning boards or other governing authorities, institutional committees, and so on.

While advocacy by an individual is important, advocacy as part of a larger coalition—especially a coalition of constituents—can yield even greater results. Coalition building is essential in almost every aspect of political activity, whether as a concerned citizen or as an elected official.

Legislative Support

Architects may become involved in the preparation or review of language for specific pieces of legislation, such as an ordinance or a bill. In doing so, they should recognize that it is far easier to influence the development of a piece of legislation than to change it later.

To be most effective, it is important to go beyond offering your viewpoint or that of your coalition to anticipating how opponents might view the proposed legislation. Each aspect of the legislation must stand up to public scrutiny and be perceived as fair, equitable, and constitutional.

Campaign Support

Architects can be involved with campaigns for specific initiatives, such as a bond for a public transit system or an important public facility, or for elected officials who might be sympathetic to the architect's personal values or organizational causes.

Architects can support campaigns in many forms, including financial contributions, in-kind contributions of services, volunteering, and advising. Often the level of trust and confidence a candidate has in an architect is tied to the level of support the architect provides in the form of time and resources. As you build trust with a candidate, the candidate may increasingly rely on you for support in articulating a campaign message or platform issues on which you demonstrate knowledge and competence.

POLITICAL ACTION COMMITTEES

Legislative influence at any level requires having a voice at the table. Local officials are generally perceived as accessible, while engagement at the state and federal levels often requires financial support to achieve serious dialogue. Getting involved in political initiatives often results in the opportunity to have a strong voice when a candidate is shaping policies early in a campaign.

Federal law prohibits the use of AIA membership dues to fund political activities such as campaign financing. Therefore, the AIA has an organized political action committee—ArchiPAC—which allows the Institute to participate more fully in the political process through political contributions. ArchiPAC is a voluntary program that relies on personal contributions from AIA members. Funds raised by ArchiPAC are used to contribute to federal campaign committees to build allies and support candidates who share in and support values important to AIA members. Support for ArchiPAC has grown considerably in recent years, which has allowed it to positively influence key legislation, including business regulation and environmental initiatives.

Some state and local components have also organized PACs to achieve a greater voice with state and local legislators. Organizing and supporting a PAC is one way to increase awareness of AIA member values.

Elected Office

Entering the political arena directly will, of course, give an architect the greatest individual influence. Some architects find the opportunity and esteem of public service through elective office both rewarding and invigorating. Elective office requires great responsibility and some degree of personal and professional sacrifice. While some elective offices are part-time and either paid or unpaid, others are full-time, which will require putting other professional interests on hold. However, along with that responsibility come considerable opportunities to help craft policies that positively affect people, their environments, and their general well-being.

BEGIN BY VOLUNTEERING

Many AIA state and local components have organized committees that focus on governance issues. These may include government affairs or legislative affairs committees that focus on issues of state legislative activities, or community affairs, urban design and planning, or public policy committees that focus on local planning and building regulation activities.

Participating in AIA component committees is a good introduction to the political process. You may be called on to review or draft a piece of legislation, speak at a public hearing or committee meeting in support of or in opposition to a legislative policy, contact a legislator to build a coalition or support a particular initiative, or organize a debate for a key political campaign. If your component has an established, well-organized legislative or public policy committee, it will be relatively easy to step in and assume responsibilities. If your component is not yet well organized, it will need a champion to help set the wheels in motion.

For More Information

The AIA Government Advocacy Center has many resources to support state and local government affairs activities, from policy statements to state government affairs networks. AIA advocacy initiatives, such as the AIA Center for Communities by Design, have published resources that can help AIA members and component committees articulate important messages related to local government policies. More information can be found at www.aia.org.

1.5   Participating in Architecture Education

Eugene Kremer, FAIA

Architects in practice play vital roles in helping architecture students learn about the profession and the industry in which it operates.

An effective architecture education reaches far beyond the classroom. Students who interact only with teachers are deprived of the insights industry professionals bring to the practice of architecture. Vital opportunities are available for architects to play constructive roles in educating students and to encourage the next generation of professionals. Don't wait for an invitation.

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Individual architects, firms, or AIA components can initiate conversations with schools of architecture about ways they could help strengthen or supplement existing programs. Many schools already have well-established programs of collaboration with practitioners. The academic experience at these schools is enhanced by professional outreach. Some of these activities are described in the following sections.

TAKING PART IN DESIGN STUDIO REVIEWS

Participation in design studio reviews or juries is a common way for nonfaculty architects to interact with students and teachers. An architect who shares professional insights within the scope and educational focus of the studio project, recognizing the stage of learning and technical and communication skills of the students and striving to engender constructive discussion, will make an effective contribution to the educational process. Essential talents for studio reviewers include the ability to rapidly discern and explore a designer's primary ideas, the ability to recognize critical project issues that have been overlooked or poorly resolved, and the restraint to defer comment on glaring but peripheral shortcomings in a proposal.

The faculty members at many schools recognize the value of bringing articulate professionals into the review process long before a project's final presentation. Engaging practicing architects in mid-crits or pinups during long projects allows them to affirm or question the soundness of the student's parti and even to encourage a fundamental reconsideration of his or her design strategy. If the architect returns to participate in the concluding review, the opportunity for an extended exchange offers the students a valuable learning experience.

When architects participate in studio reviews with beginning students who have had little or no direct contact with practitioners, the students are introduced to the norms of professional communication and demeanor. Similarly, the architects gain renewed appreciation for the enthusiasm and promise of students.

PRESENTING GUEST LECTURES

Sharing professional expertise and experiences as a guest lecturer in technology and professional practice or studio courses allows the practitioner to contribute directly to the architecture education process. Within the framework set up by the faculty, the architect's presentation—whether a case study or a description of strategy, technique, or process—can be a strong supplement to the student designers' education. Some knowledge of the academic level of the students, scope of the course, texts being used, and topics already covered helps architects tailor lectures to the needs of the audience.

EXHIBITING PROFESSIONAL WORK

Virtually every architecture school has exhibition space for traveling shows, as well as for student and faculty work. Schools welcome opportunities to display exemplary work by alumni and other practitioners. An exhibition can be an immense undertaking, yet the substantial investment required to select, organize, and mount an effective exhibit is rewarded both by the educational benefit to students and by the heightened visibility of the firm. Whether an exhibition is focused on a single project or on a range of work, it is advantageous to include information about the design process from conceptual diagrams and studies through more finished drawings, models, and photographs. A gallery talk or tour of a completed facility led by a member of the firm can further enhance the educational value of the exhibit.

HOSTING OFFICE TOURS

Students preparing for careers in other occupations (e.g., health care) routinely have direct contact with the settings in which they will eventually work. Comparatively few beginning architecture students have the opportunity to visit a professional firm. Because many schools are far from centers of practice, their students have limited opportunities to observe how architecture firms organize staff and space and how they visually communicate design ideas.

To compensate for this lack of exposure, faculty members often try to arrange field trips to professional offices in conjunction with study tours or visits to design studio project sites. Sometimes AIAS (American Institute of Architecture Students) chapters and AIA components organize student tours of diverse professional offices within easy walking distance of each other. Keys to a successful tour include the following:

- Selecting a day and time when the office is in a normal operating mode
- Ensuring that conference rooms or other spaces for discussion are adequate for the size of the group
- Asking senior firm members to be prepared to present a coherent profile of their practice

MENTORING ARCHITECTURE STUDENTS

Matching individual students with practitioners who agree to serve as professional mentors is a promising initiative that several architecture schools and AIA components have embraced. Although administrative frameworks and expectations for contact and interaction between students and mentors vary, students can be paired with architects pursuing either traditional or alternative career paths. Mentors can be located near the school or in a student's hometown. Mentors can be graduates or simply friends of the school. Some mentoring teams never develop beyond perfunctory communication; others offer students valued counsel, inspirational role models, an introduction to professional networks, and long-term friendship with senior colleagues.

PARTICIPATING IN RESUME/PORTFOLIO WORKSHOPS AND MOCK INTERVIEWS

Experience has honed practitioners' understanding of the importance of effective communication with diverse audiences, including the need to carefully select the media for presentation and to calibrate the visual and verbal vocabulary employed. Few students—even those who have worked briefly with professional firms—have engaged in formal employment searches. This is an area in which architects in practice are ideally suited to counsel students. Whether sponsored by university career and employment offices, architecture schools, AIAS chapters, or AIA components, well-timed résumé and portfolio workshops held on campus attract highly motivated students who are eager to learn what information to provide potential employers and how to deliver it effectively.

Mock interviews, held on the campus weeks or even months after the résumé and portfolio workshops, typically involve representatives from a dozen or more firms who have had an opportunity to preview the résumé of each candidate. After the interviews, representatives provide students with immediate critical comments on ways to strengthen their performance through a written evaluation form and often through a plenary forum at the close of the day. Mock interview programs elevate the profiles of participating firms. Despite the primary role of such occasions for practicing the art of dialogue with a potential employer, these programs occasionally lead to job offers for students.

SPONSORING STUDENTS IN EXPERIENTIAL LEARNING PROGRAMS

Several dozen schools have set up academic programs through which students gain experience in professional settings before completing their studies. Some programs are

offered during a single semester late in the curriculum and require only a few hours of the student's time each week with a nearby firm or other organization. In contrast, one school requires students to alternate between periods of professional employment and formal study throughout the calendar year during their architecture studies. At another school, professional employment is a condition of enrollment, and virtually all classes are offered only at night. A number of schools offer upper-level students extended opportunity for approved full-time professional employment in regions far from the campus; these programs typically require students to submit reports and analyses of their experiences to the school.

Common to all of these academic programs is the recognition that professional settings can be critically important venues for learning. Without the active support of architects in practice, none of these experiential learning programs would succeed in educating students and fostering mutual understanding between the schools and the profession.

EMPLOYING STUDENTS

The discipline, collaborative spirit, and emphasis on responsibility and quality that are characteristic of architecture office settings offer students models for their own behavior and introduce them to the profession's challenges and rewards. Part-time employment during the school year or a summer job with an architect often serves as a revelatory experience for students, who begin to understand the rationale for coursework they may have perceived as inconsequential. Such jobs can also help students make career choices by exposing them to the many facets of architecture practice. Firms are increasingly creating diversified summer employment opportunities. These positions are often announced through posters or electronic notices sent to schools early in the spring semester.

TRAINING INTERNS

Although university-based architecture education is now ubiquitous in the United States, until schools of architecture emerged during the late nineteenth century, aspiring architects were educated in the offices of established practitioners. Today, practitioners continue to play vital roles as candidates for licensure prepare to enter the profession. The Intern Development Program (IDP) is the preeminent vehicle for structuring the training required for licensure, and the participation of practitioners is essential to its success. Experienced architects serve as models of professional attitude and behavior for new graduates as they learn to collaborate with clients, consultants, colleagues, and the public.

Architects who volunteer to serve as IDP coordinators are appointed by their state's AIA component or registration board. In some states, local coordinators working through local AIA components assist the state coordinator. Each architecture school appoints a faculty member as its IDP education coordinator. Group presentations and other means are used to help students, interns, faculty, and practitioners understand the Intern Development Program.

Beyond verifying experience as it is gained, the architect supervising the daily activities of an intern participating in IDP has other critical responsibilities. The daily supervisor should help ensure that the intern has an opportunity to acquire experience in each IDP training area, hold regular meetings with the intern to discuss progress, support participation in training seminars, and encourage use of supplementary education materials. As the intern's responsibilities in a firm develop, different individuals may fill the role of IDP daily supervisor.

An IDP mentor is characteristically an architect from a different firm selected by the intern from among acquaintances, persons suggested by colleagues, or lists of volunteers maintained by AIA components or an IDP coordinator at the state or local level. The mentor meets with the intern three or more times annually to review

progress in IDP training areas, suggest additional training and supplementary education, and offer advice on professional advancement. Should the need arise, the IDP mentor and the IDP daily supervisor confer in an effort to assist the intern.

EDUCATING PROFESSIONAL PRACTITIONERS

The global scope and extraordinary pace of technological, economic, demographic, and regulatory change at the dawn of the millennium continue to transform virtually every facet of architectural convention. Professional opportunities abound for architects prepared to examine current practice with fresh eyes. Firms now recognize that they must invest a larger share of their resources in renewing staff knowledge, skill, and understanding of building and communication technologies, marketing and management, codes and specifications, energy and sustainability, and a host of other realms.

In 1995 the AIA adopted policies requiring its members to participate in and report their continuing professional education. Since then, more than half the state registration boards have adopted their own mandatory continuing education standards for architects. One result of these developments has been a profusion of workshops, seminars, self-study monographs, and other means of providing continuing professional education to architects. Whether presented in person, during teleconferences, on videotape or DVD, or over the Internet, these programs are sponsored or cosponsored by AIA components, architecture schools, vendors of products and services, and others. Architects skilled in communicating with colleagues will find a wealth of opportunity to participate in the continuing professional education of fellow practitioners.

INTERACTING WITH EDUCATORS

Architecture practitioners and educators interact through a multitude of informal mechanisms that are valuable by-products of their day-to-day professional activities. Many AIA state and local components have well-established standing committees on architecture education that facilitate ongoing colloquy and stimulate the development of cooperative policy and programmatic initiatives. At the national level, the AIA Educator Practitioner Network (EPN) fosters dialogue on the integration of education and practice and the development of educator–practitioner relationships. The Large Firm Roundtable/Deans Forum brings key leaders from practice and schools together to explore trends in the profession and in education. The biannual ASCA/AIA Teachers Seminar brings educators and practitioners together at the Cranbrook Academy of Art for several days of focused exploration of a selected body of professional knowledge. The AIA Case Studies Initiative provides a structure for the collaboration of faculty, students, and practitioners in researching, documenting, analyzing, and sharing vital insights on recently completed and ongoing projects.

PARTICIPATING IN ACCREDITATION

The National Architectural Accrediting Board (NAAB) offers opportunities for practicing architects interested in the ongoing development of architecture education. NAAB is an independent organization financially sustained by contributions from the AIA, AIAS, National Council of Architectural Registration Boards (NCARB), and Association of Collegiate Schools of Architecture (ACSA), the latter as part of membership fees paid by each school. Aside from two public members, the NAAB board of directors is selected from persons nominated by the supporting organizations. Board members govern NAAB, participate as members of accreditation teams visiting schools, and make decisions, based on team reports, regarding the accreditation or reaccreditation of professional degree programs at 114 schools in the United States.

Each year more than two dozen NAAB teams visit architecture schools. During the course of five long days of intense effort, they meet and interact with students,

faculty, and administrators; tour facilities; review an exhibition of student work; talk with local members of the profession; and begin preparation of a written report. Visiting teams normally include representatives from the AIA, NCARB, and ACSA; a student representing AIAS; and often a generalist whose expertise lies outside the profession of architecture. Normally, only one visiting team member is drawn from the NAAB board and, as a rule, none of the team members has had a significant earlier relationship with the school. NAAB selects visiting team members from a pool of candidates nominated by the supporting organizations.

NAAB encourages each school to nominate one or two observers of its choice, usually mature practitioners from the region who are familiar with the program being visited. These individuals are invited to join the team throughout the visit and to take part in its discussions and deliberations.

Firmly committed to ensuring high standards of professional architecture education and to fostering diverse approaches to its delivery, NAAB recognizes the vital roles practicing architects play in achieving its objectives.

STRENGTHENING ARCHITECTURE SCHOOLS

If "ivory tower" was ever an apt term for describing the academic world, it is no longer. Outwardly idyllic college campuses are participants in the dynamic environment of change that pervades American society. As architecture schools strive to fulfill their potential, they work to forge ever-stronger relationships with alumni. Events on the campuses and in cities across the nation, in conjunction with regional and national AIA meetings and other events, bring alumni together to interact socially, meet with faculty, and catch up on new developments in the schools. Working in collaboration with the institutions, some alumni groups have accepted shared responsibility for fund-raising events, student recruitment, mentoring programs, recognition of outstanding teachers, and a host of other measures to enhance their schools.

Architecture schools often include on their advisory boards or similar groups practitioners educated at other institutions, as well as development and building industry professionals, public officials, and others committed to design quality and to the advancement of education. Such groups assist schools in developing long-term strategies, serve as public and institutional advocates, and sometimes take the lead in major fund-raising programs in support of capital improvements, scholarships, study-abroad programs, visiting critics, or lecture series.

BENEFITS FOR PRACTICE AND ACADEMY

Practitioners who participate in architecture education reap the rewards of sharpened insight and broadened understanding of their discipline and stimulate dialogue with students, faculty, and professional colleagues. Conversely, their engagement broadens the experience and outlook of students and faculty, enriching the educational capacity of the schools and helping ensure that future generations are effectively prepared to advance the capacity of the architecture profession to serve society.

THE PRACTICE ACADEMY PILOT PROGRAM

In 2006 the American Institute of Architects introduced the Practice Academy pilot program, in collaboration with architecture schools and architecture firms. The intent of the program is to stimulate lifelong learning for architecture professionals. Architecture schools were solicited for proposals to develop prototype practice academies and, beginning in 2006, selected schools each received $30,000 over three years to support development of their proposed program.

Recipients are Boston Architectural College (BAC), Iowa State University, and the University of Cincinnati. BAC was selected to undertake a practice academy devoted to understanding and teaching current developments in computer-aided design technologies, including building information modeling. Iowa State seeks to engage practitioners and students and faculty to contribute to projects in the local community. The University of Cincinnati is developing a practitioner-led workshop series called "Jump-Start" to introduce graduate students without a bachelor's degree in architecture to practice issues and processes. These diverse programs are expected to become models for other educator-practitioner partnerships across the country.

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