

Practice for the Future

Challenges and Opportunities at All Scales

Course Number TH401

Thursday, June 21, 2018 9:45 am – 11:15 am 1.5 LU's

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Course / Learning Objectives

- By answering questionnaire before the session, **Identify** what issues and trends your peers think will affect the future of practice.
- Through the panel discussions, **compare** how firms with different practice models and sizes are preparing for these trends in the future of practice and positioning architects as community and industry leaders.
- Through audience participation, further **Explore** what these firms are doing to prepare for the future of practice and expanding the architect's role in leading our communities.
- **Apply** these lessons and actions to their own firm's situation and outlook.

Welcome

Why we were chosen for this Panel?

What we hope to accomplish in our Session.

Review the Pre-Conference Questions that you received.

Response Counts



Totals: 166

Today's Agenda

Topic #1: What Keeps You Up at Night?

Topic #2: “Capabilities vs. Nimbleness”

Topic #3: The Future's so Bright . . .

Speakers List

Gwen Dakis, AIA

Owner, dragonARCH consulting, llc., Pittsburgh, PA

Vishaan Chakrabarti, FAIA

Founder, Practice for Architecture and Urbanism, New York, NY

Marsha Maytum, FAIA

Principal, Leddy Maytum Stacy Architects, San Francisco, CA

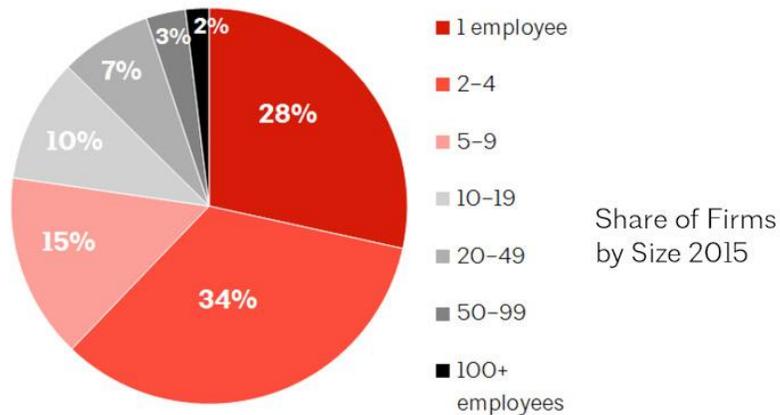
Troy Thompson, AIA

Managing Partner, SmithGroupJJR, Washington, DC

SFx Practice

Did you know? 77% of AIA member firms have fewer than 10 employees.

Distribution of Architecture Firms



While most small architecture firms by employee size fall under the definition of a small business federally, some bring in more revenue than \$7 million—yet still have fewer than 10 employees. As a result, an even greater share of the universe of firms is small by an employee size assessment. In 2015, that share was 77%. It has remained relatively stable over time.

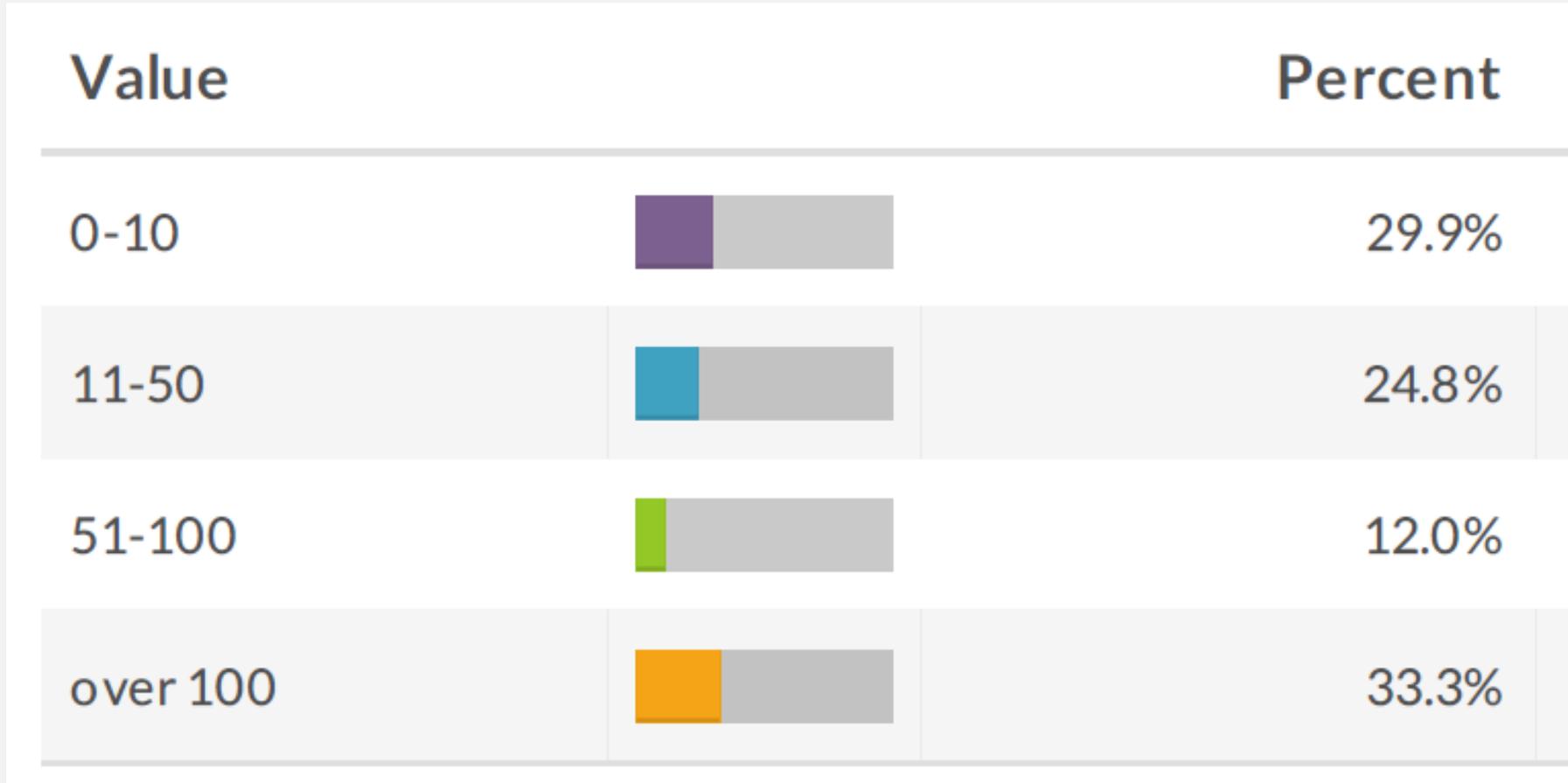
The Small Firm Business Models Dashboard allows small firm owners to compare the workings of their firms with those of similarly sized firms in the same business, and explore which statistical patterns. An accompanying Small Firm Business Plan template coming soon.



SFx works with AIA Research in the development of business intelligence tools designed for the unique structure of small architecture firms.



Breakdown of Audience Firm Size



Sole Practitioner

Gwen Dakis, AIA
dragonARCH consulting, llc.
Pittsburgh, PA









“Small” / “Boutique” Firm

Vishaan Chakrabarti, FAIA

PAU

New York, NY



What we do.

Cultural and Institutional Projects
Public Sector and Infrastructure Projects
Prototypes Regarding Technology and the City
Urban Master Planning
Radical Mixed Use
Transit-Oriented Office, Housing, Retail and Hotel
Public Space Design
Social Impact Projects
Strategic Advice and Advocacy
Establishing Overarching Project Narratives

What we don't do.

Single-Family Suburban Homes
Suburban Subdivisions, Malls and Office Parks
Work for Autocratic/Dictatorial Nations
Work for Nations with Unacceptable Labor Practices
Work for Clients with Unacceptable Environmental Practices
Correctional Facilities
Casinos / Facilities for Slot-Machine Gambling
Facilities that Manufacture Arms

2 OPINION

Shimon Peres was not just a man of peace. BY TOM SEGEV

3 OPINION

Corruption in the Soprano state. BY MATT KATZ

7 OPINION

Who gets to vote? BY ALEXANDER KEYSAR

8 OPINION

Learning to live with cancer. BY TOM BROKAW

9 OPINION

'Be a little deaf' and other advice for love and work. BY RUTH BADER GINSBURG



9 GRAY MATTER

Researching the 'Ferguson Effect.' BY NEIL GROSS

11 EDITORIAL

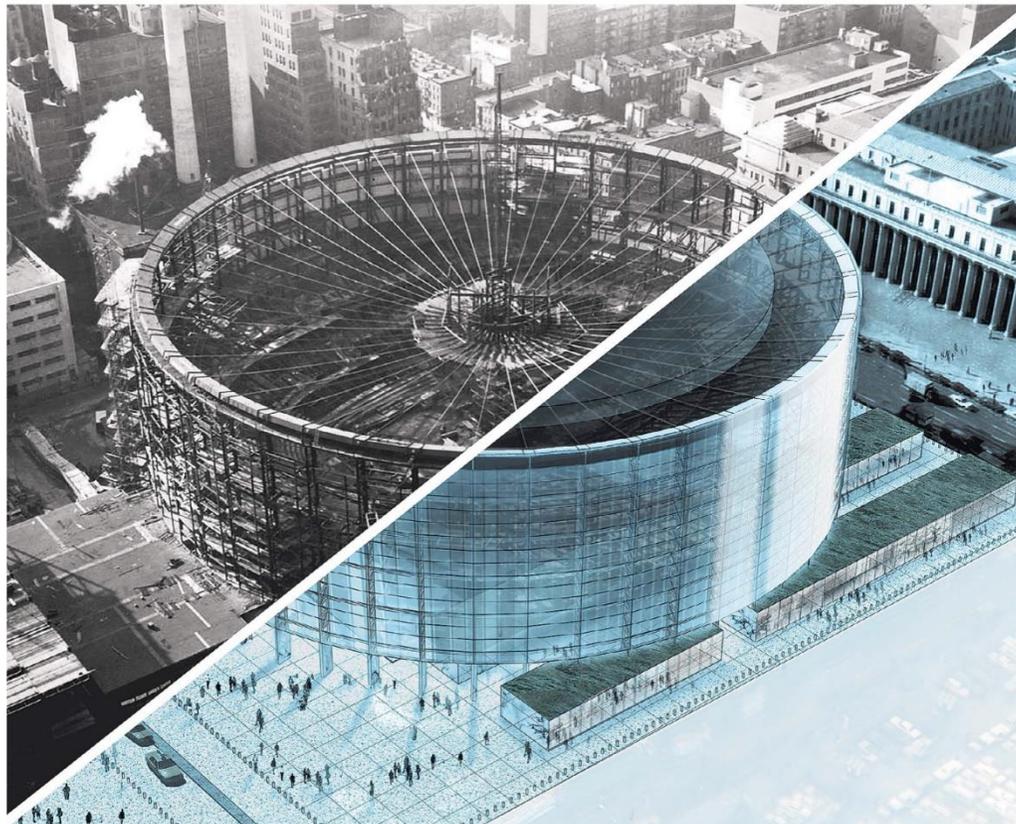
El deber electoral de los latinos.

IDEAS | OPINION | NEWS ANALYSIS

Sunday Review

The New York Times

SUNDAY, OCTOBER 2, 2016



RENDERING BY PRACTICE FOR ARCHITECTURE AND URBANISM. PHOTOGRAPH BY FOX PHOTOS/GETTY IMAGES

Penn Station Reborn

What would it take to transform New York's infamous rail hub?

TRAIN stations are more than just a bunch of platforms for getting places. They're portals. New York used to have two of the world's most ennobling entrances, announcing the city in all its ambition and glory: Grand Central Terminal and the old Pennsylvania Station. Half a century ago, it lost the latter to the wrecking ball, getting a shameful rat's maze instead. The governor of New York, Andrew M. Cuomo, channeling his inner Robert Mo-

ses, has lately been promising to remedy what ails the city's crumbling transit hubs. And this week he announced a plan to revamp Penn Station. Still entombed beneath Madison Square Garden, it has become the hemisphere's busiest train station, serving 450,000 riders a day, three times the number it was conceived for — a figure equivalent to the population of Boston. They must stagger through crowded, confusing subterranean passageways to find the Long Island Rail Road, New Jer-

sey Transit, the subways and Amtrak. The governor's initiative prompted editors of The Times's Op-Ed page to approach Vishvan Chakrabarti, who founded Practice for Architecture and Urbanism, a New York architecture firm. Mr. Chakrabarti ran the Manhattan office of the Department of City Planning under Mayor Michael R. Bloomberg, and is a veteran of earlier Penn Station refurbishment proposals. The challenge: Can we go [\(Continued on Page 9\)](#)

NEWS ANALYSIS

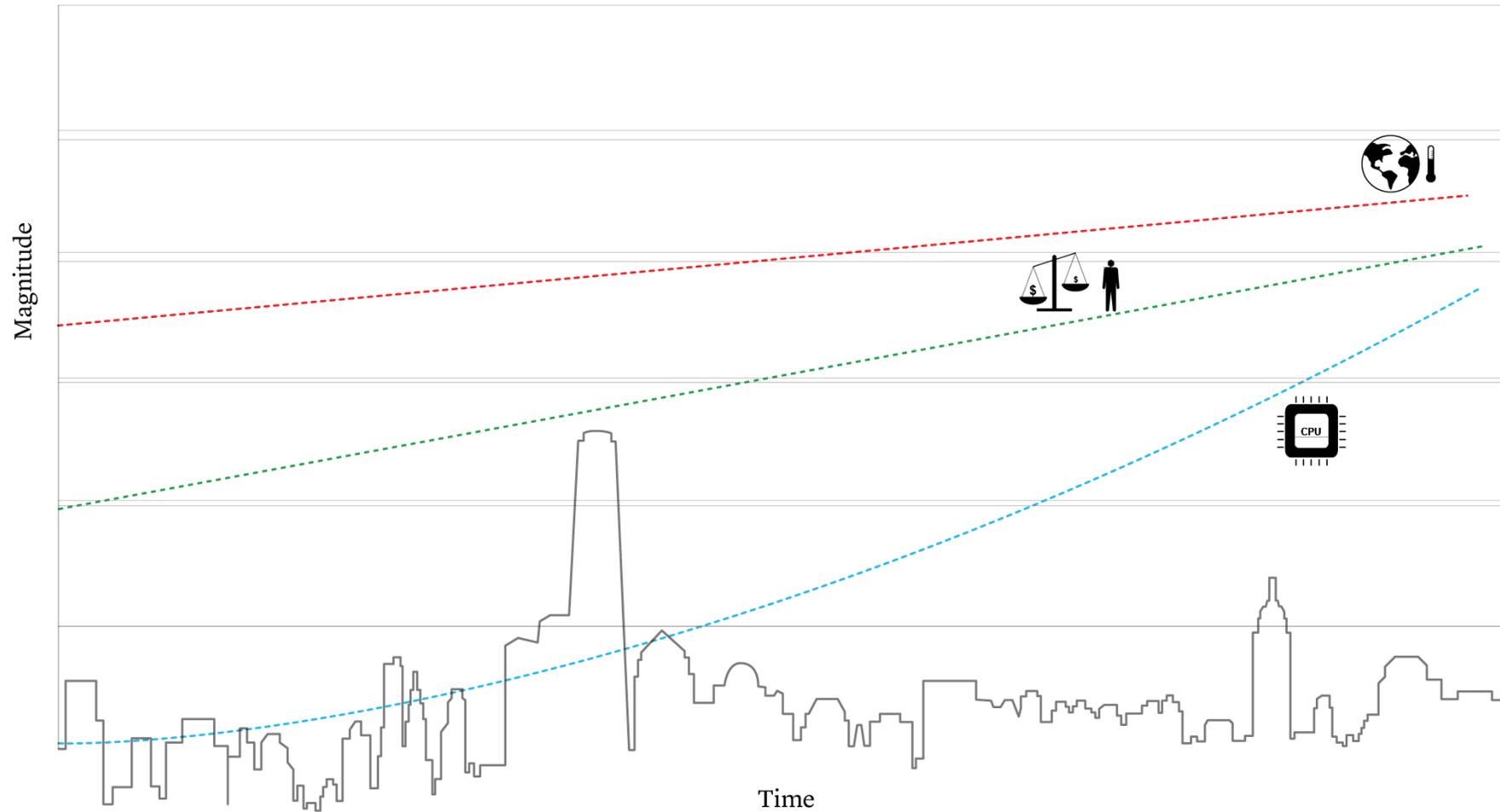
BY MICHAEL KIMMELMAN
The New York Times architecture critic.



Domino
SUGAR

Architecture is the will of the epoch translated into space

-Ludwig Mies Van der Rohe

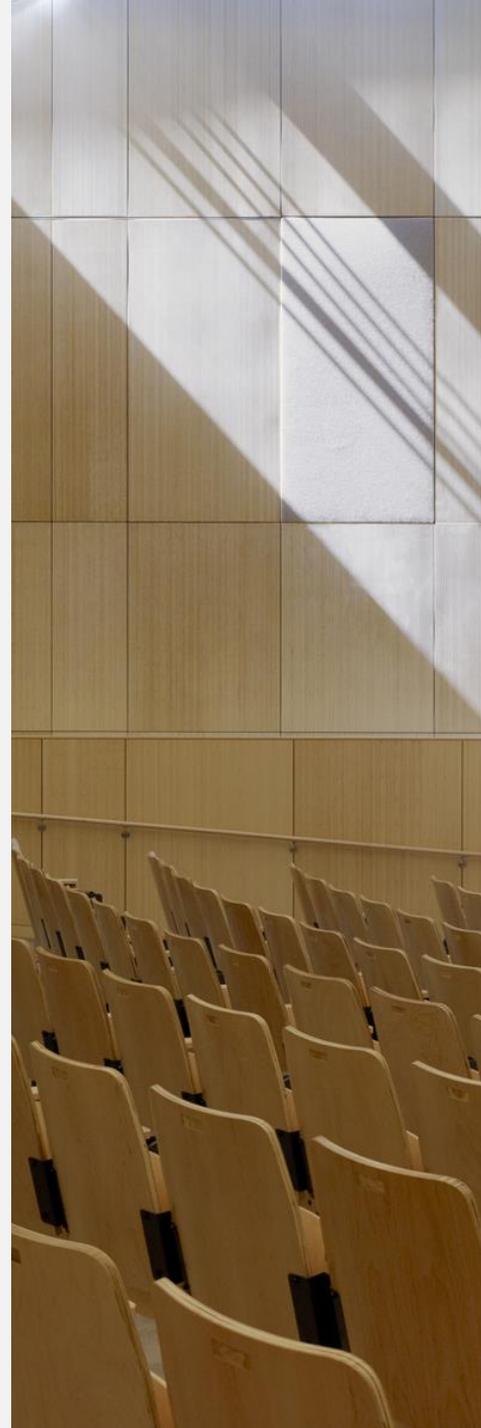


“Mid-sized” Firm

Marsha Maytum, FAIA, LEED AP
LEDDY MAYTUM STACY Architects
San Francisco, CA



Mission Driven Design



Designing for a Resilient Future

LMS^A



Designing for Social Equity

LMS^A

ED ROBERTS CAMPUS

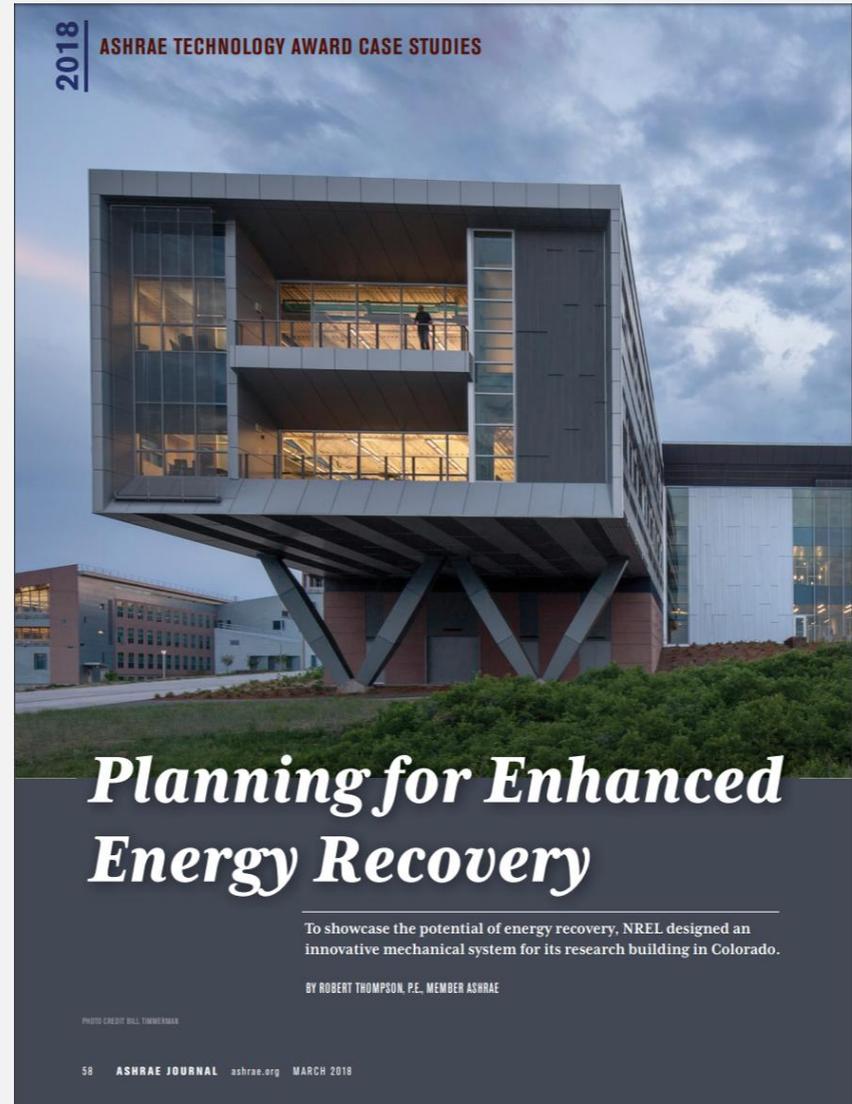
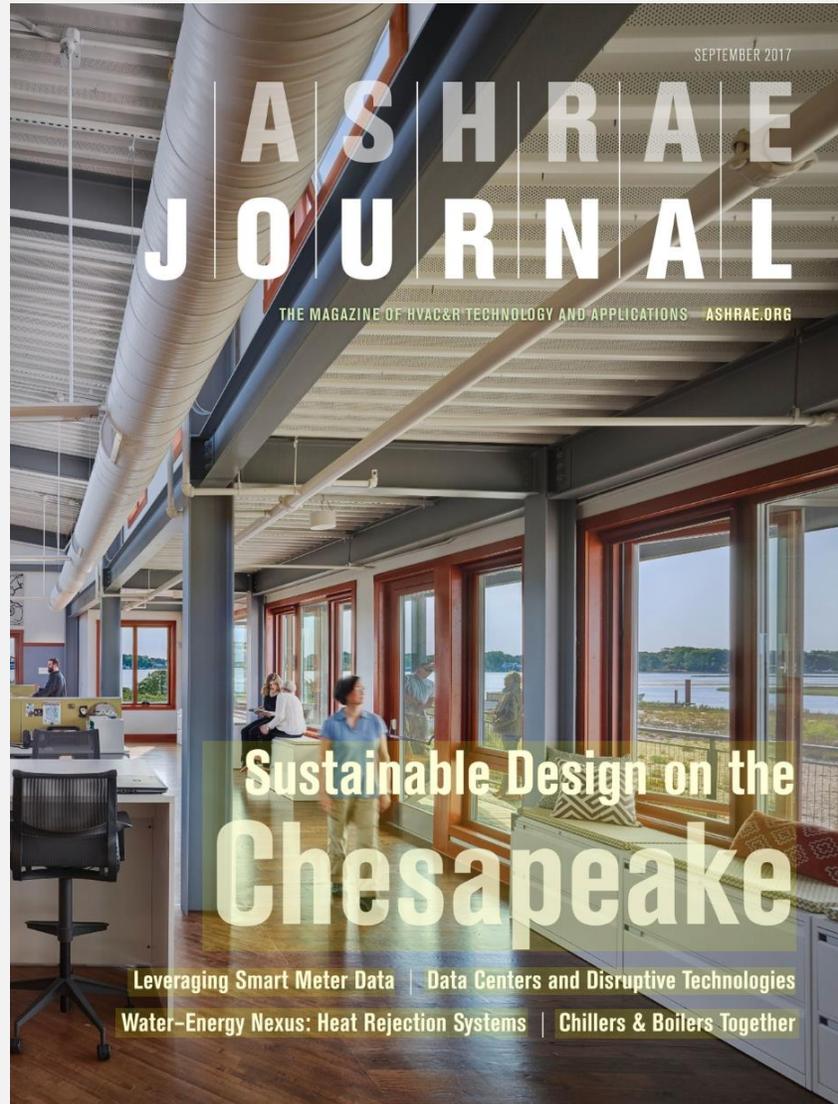
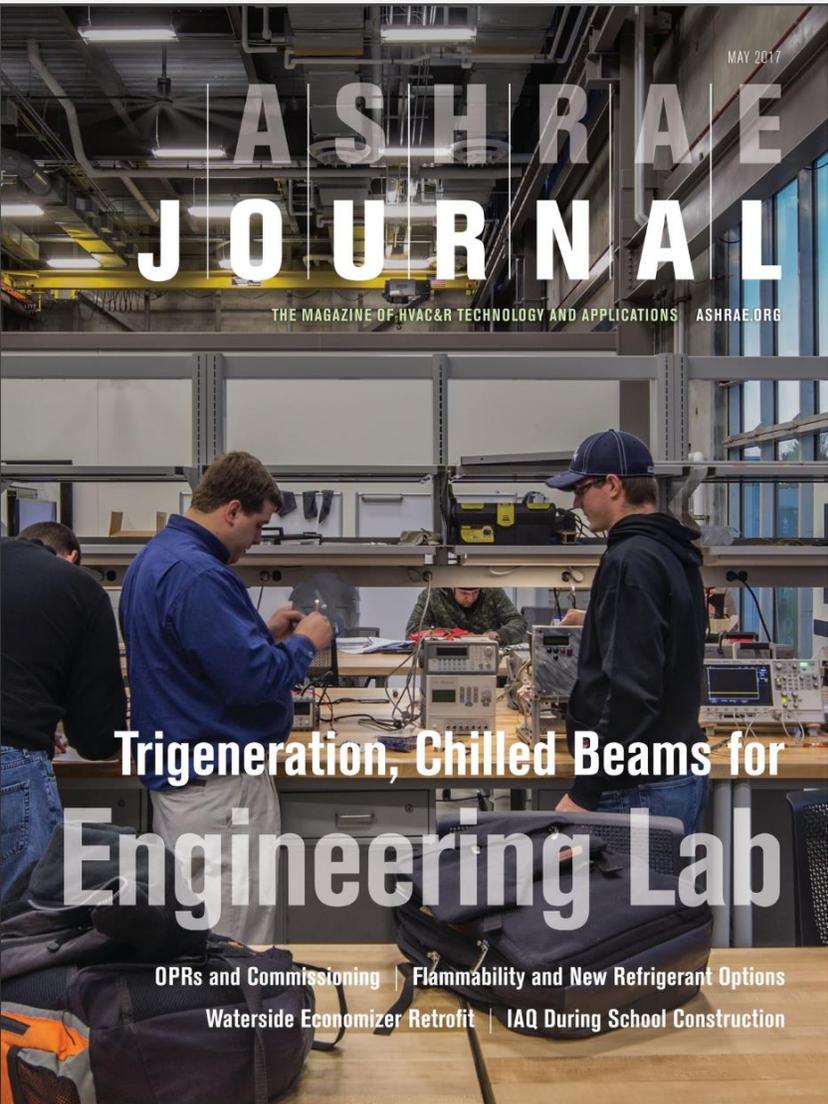
3075



“Large” Firm

Troy Thompson, AIA, LEED AP
SmithGroupJJR
Washington, DC





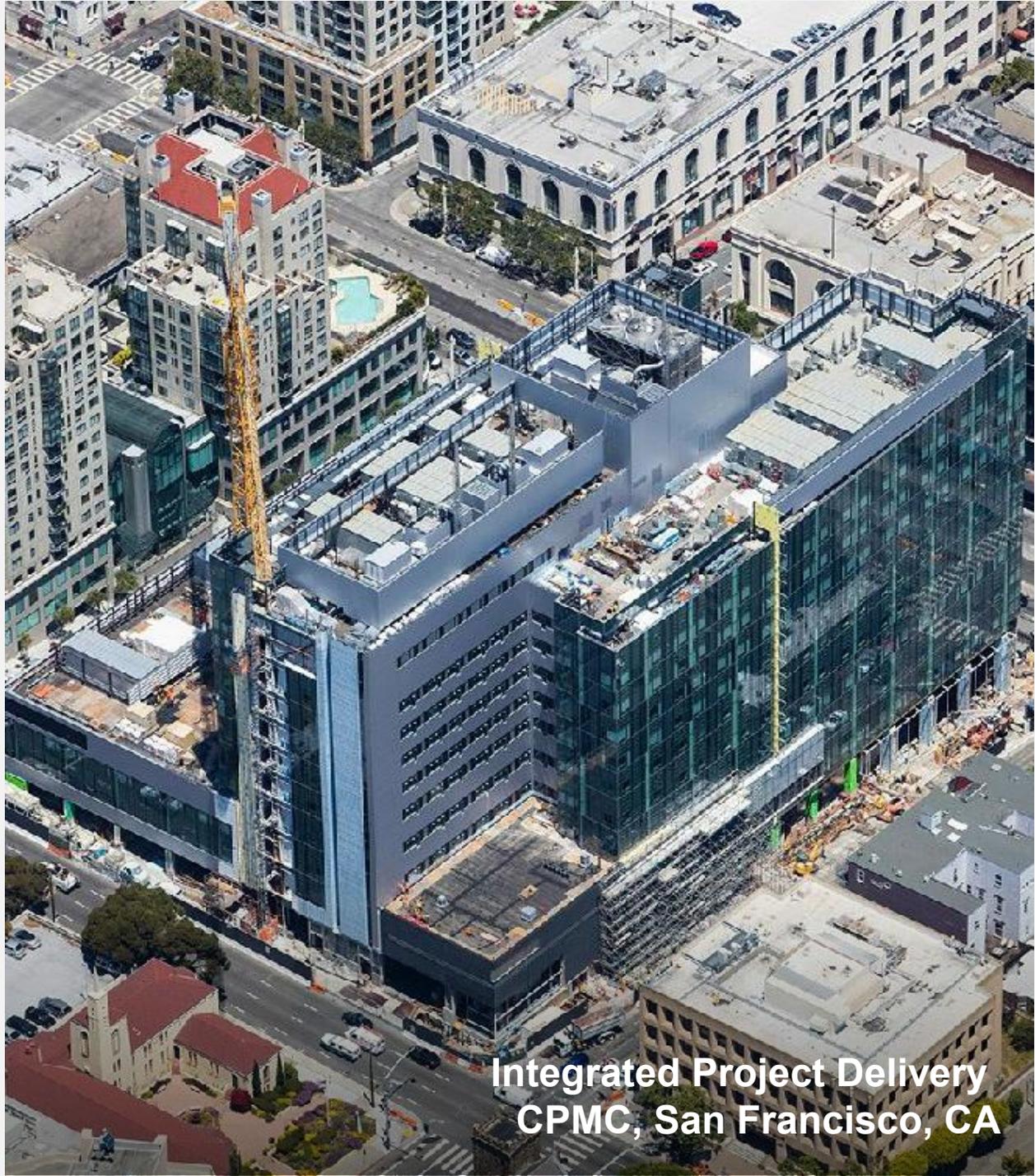
A'18 AIA Conference on Architecture 2018
June 21-23, New York City

**University of Pennsylvania,
Stephen A. Levin Building
2017 Lab of the Year**



**GM Design Dome Renovation
2017 AIA Honor Award, Interior Architecture**

**Integrated & Parametric Design
DC Water Headquarters
Washington, DC**



Philip Merrill Center
Chesapeake Bay Foundation
Maryland



BROCK ENVIRONMENTAL CENTER

FOR A LIVING CHESAPEAKE

Building a Sustainable
Legacy for the Bay



LIVING BUILDING
CHALLENGE SERIES™



JULIET GRABLE

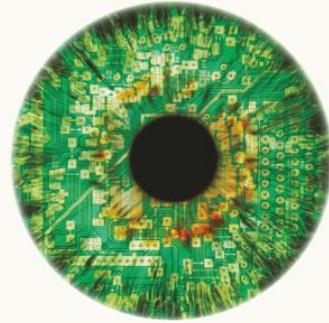
Topic #1: What Keeps You Up at Night

ANTI- INTELLECTUALISM IN AMERICAN LIFE

**RICHARD
HOFSTADTER**

Winner of the 1964 Pulitzer Prize in Non-Fiction

RICHARD DANIEL
SUSSKIND SUSSKIND



THE FUTURE OF THE PROFESSIONS

HOW TECHNOLOGY WILL TRANSFORM
THE WORK OF HUMAN EXPERTS

THE POPULIST EXPLOSION

HOW THE GREAT RECESSION
TRANSFORMED AMERICAN AND
EUROPEAN POLITICS

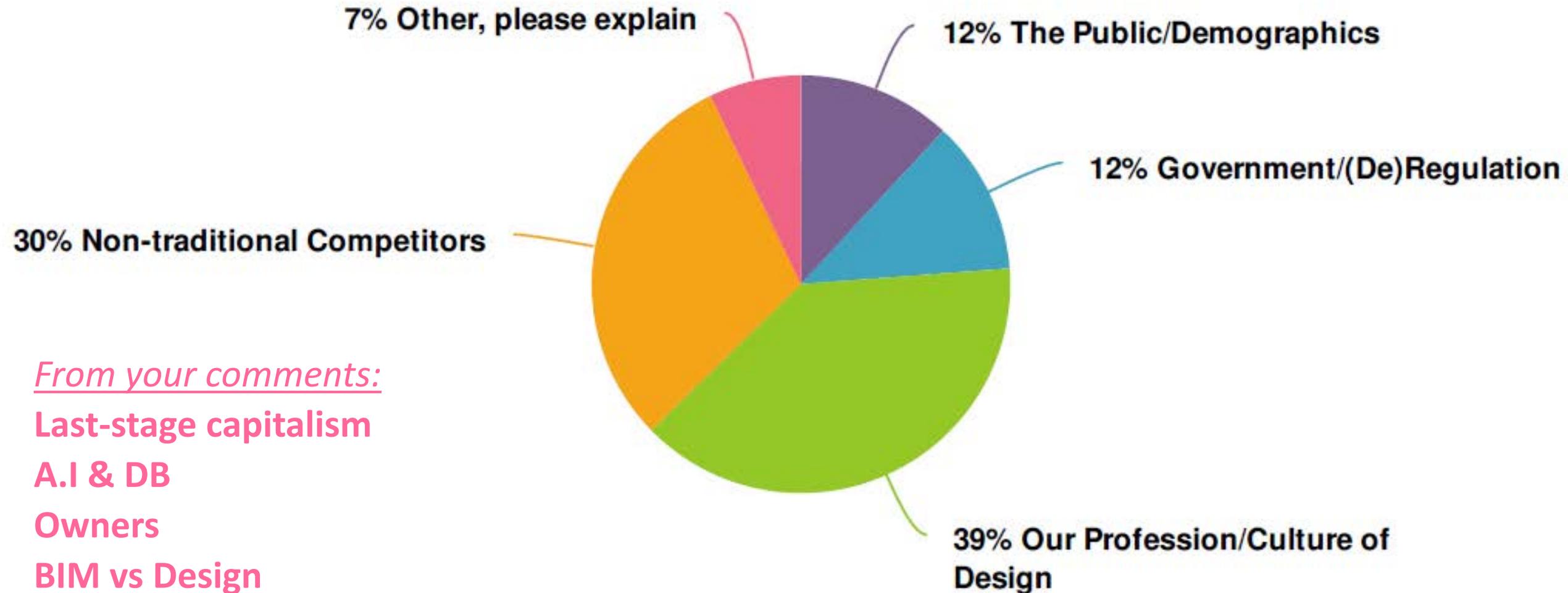
JOHN B. JUDIS

WHY ARCHITECTS MATTER

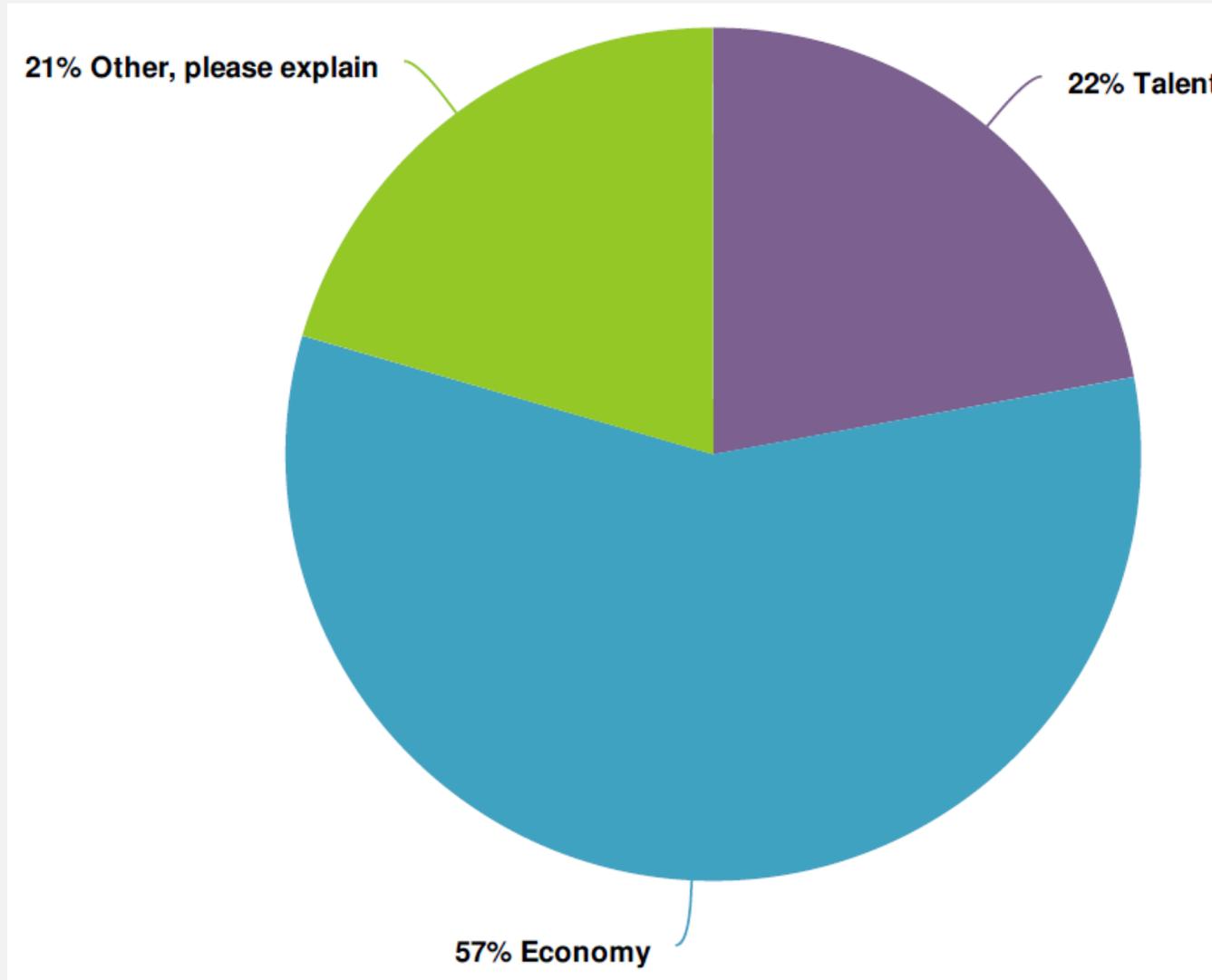
Evidencing and Communicating the Value of Architects

FLORA SAMUEL

1.1 What are Our Greatest Threats



1.1 What Else Keeps you Awake at Night?



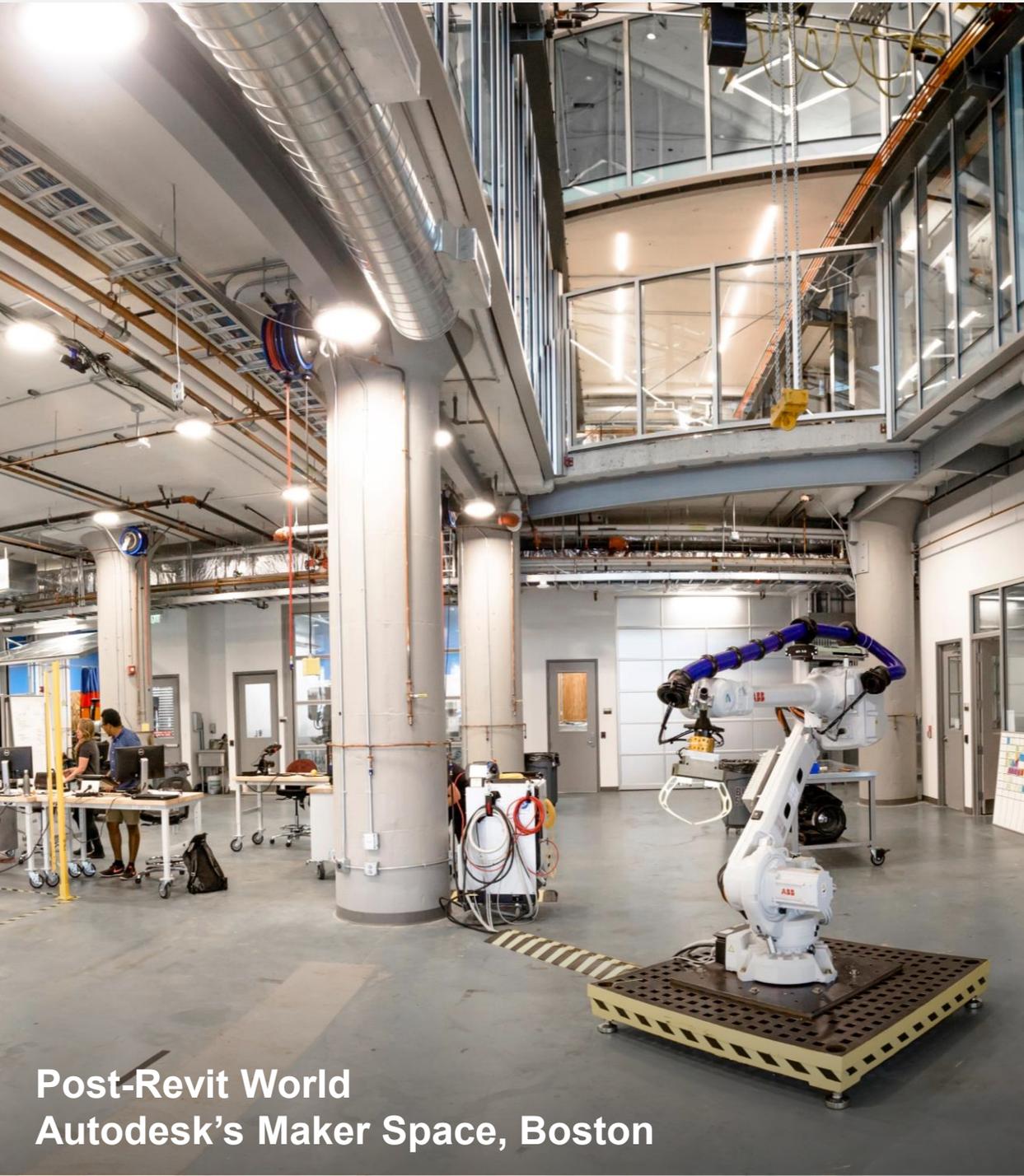
From your comments:

Clients

Technology Impact

Values

Large-firm Competition



**Post-Revit World
Autodesk's Maker Space, Boston**



**IBM's Watson
Poaching and Rhino Survival**

1.2 Impact of Technology

Are you using . . .

	Extensively	Somewhat	Not at All
Automation or AI to change how you design and deliver your services Count Row %	6 5.0%	52 43.0%	63 52.1%
Social media or apps in your design process with clients Count Row %	17 13.9%	58 47.5%	47 38.5%
Technology to change the way your firm relates to making and construction Count Row %	52 42.6%	61 50.0%	9 7.4%

SoftBank Leads \$865M Investment In Katerra, Which Aims To Upend The Construction Industry

08.02.16 | INNOVATION BY DESIGN

An Exclusive Look At Airbnb's First Foray Into Urban Planning

Airbnb announces a brand-new innovation lab called Samara, whose first project is a novel community center in Japan.



McKinsey & Company

1.3 Competition from Everywhere

Does your firm participate in DB or IPD projects now?

	Extensively	Somewhat	Not at All
Design Build			
Count	29	62	29
Row %	24.2%	51.7%	24.2%
Integrated Project Delivery			
Count	27	54	40
Row %	22.3%	44.6%	33.1%

1.3 Competition from Everywhere

WeWork and AirBnB

NO

Yes (9%)

IDEO, McKinsey or GOOGLE

NO

Yes (28%)

1.3 Competition from Everywhere

Your comments... **No.**

CONTRACTORS

CONSTRUCTION MANAGERS



Program Managers



A.I. /AUTOMATION/ROBOTS

Developers



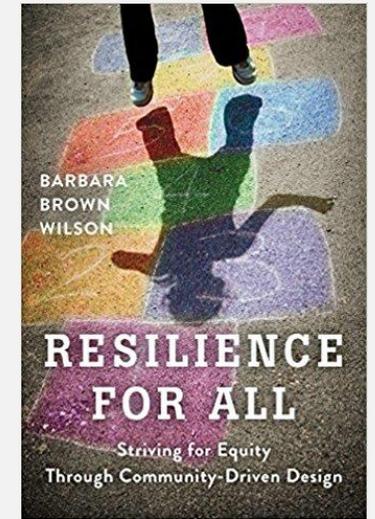
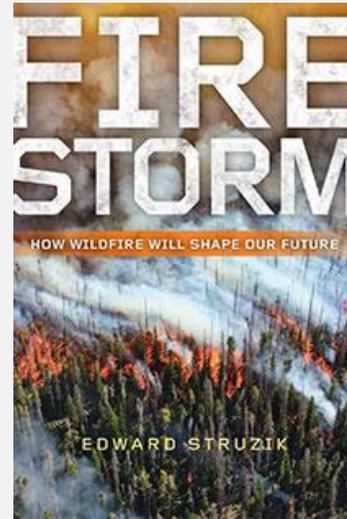
Kanye West

Topic #2:

Firm Capabilities & Nimbleness

2.1 Sustainability/Climate Change/Resilience

How do we as a profession address the greatest global challenge of our time?



AIA COTE Top Ten Toolkit



Measure 1
DESIGN FOR INTEGRATION



Measure 2
DESIGN FOR COMMUNITY



Measure 3
DESIGN FOR ECOLOGY



Measure 4
DESIGN FOR WATER



Measure 5
DESIGN FOR ECONOMY



Measure 6
DESIGN FOR ENERGY



Measure 7
DESIGN FOR WELLNESS



Measure 8
DESIGN FOR RESOURCES



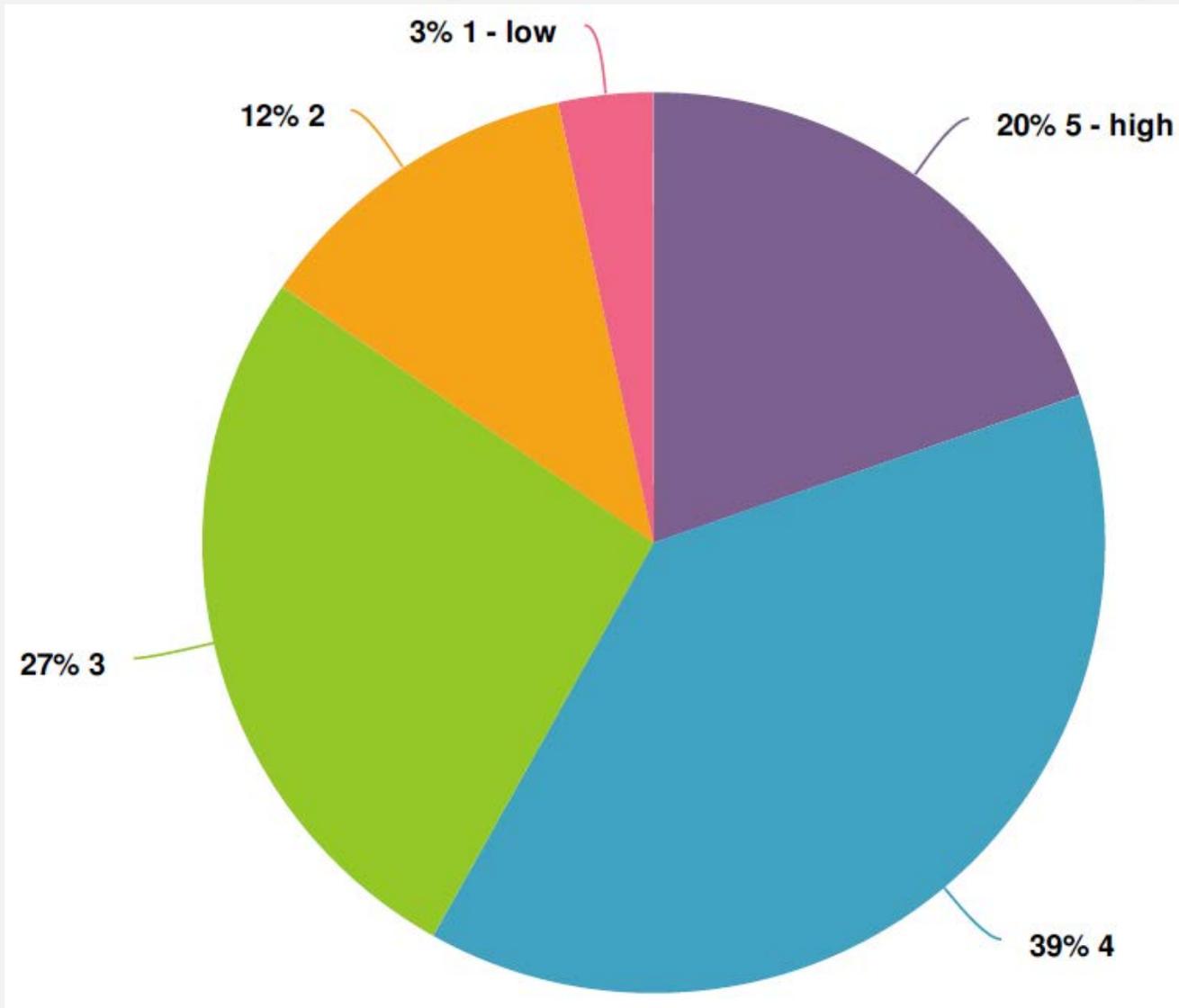
Measure 9
DESIGN FOR CHANGE



Measure 10
DESIGN FOR DISCOVERY



2.1 Priority of Sustainability and Resiliency



From your comments:

Interiors only

“Baked into what we do.”

Need more follow through
Healthcare . . .

2.1 Has your firm signed 2030 Commitment?

Value		Percent
0-10		29.9%
11-50		24.8%
51-100		12.0%
over 100		33.3%

NO

Yes (27%)

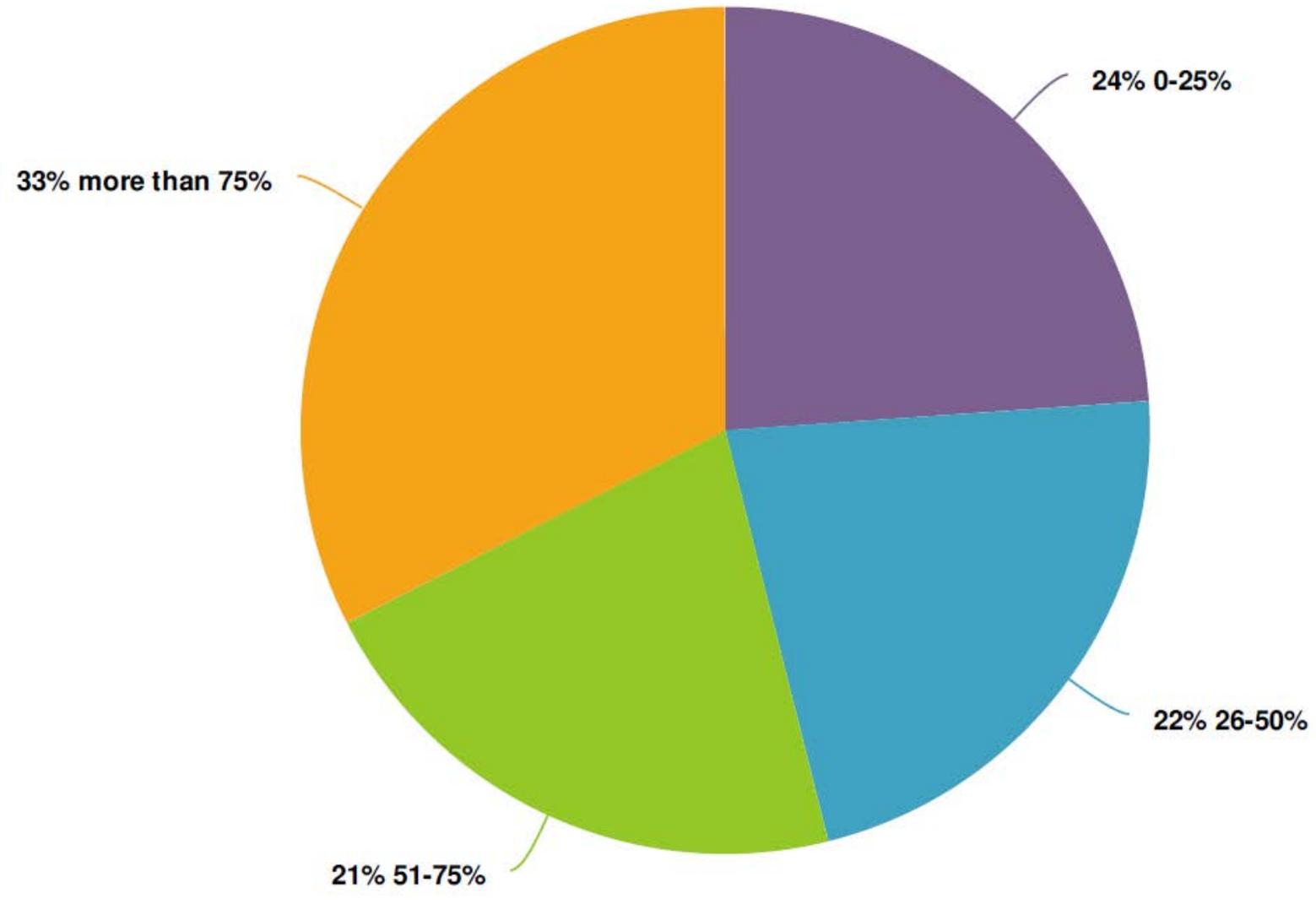
2.2 Integrated Design/ Interdisciplinary Partnerships

With evolving modes of practice, how do firms of all scales leverage interdisciplinary partnerships?

- Collaborations and teaming opportunities
- Fluid boundaries of digital practice



2.2 What percentage of your projects are interdisciplinary collaborations?



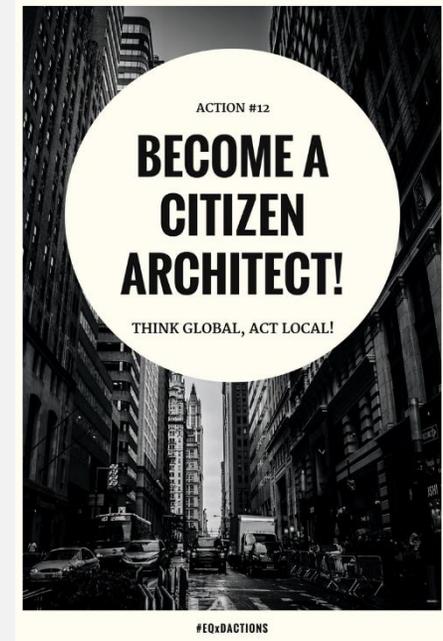
2.2 What's Impacting Your Practice?

	Positive	Unsure	Negative
Digital practice			
Count	94	22	1
Row %	80.3%	18.8%	0.9%
Remote workplace			
Count	59	56	2
Row %	50.4%	47.9%	1.7%

2.3 Leadership/ Advocacy

How do we “design a world that allows people, communities and our planet to thrive”? (*AIA sustainability statement*)

- Influence beyond the property lines of buildings
- Architects as experts and advocates



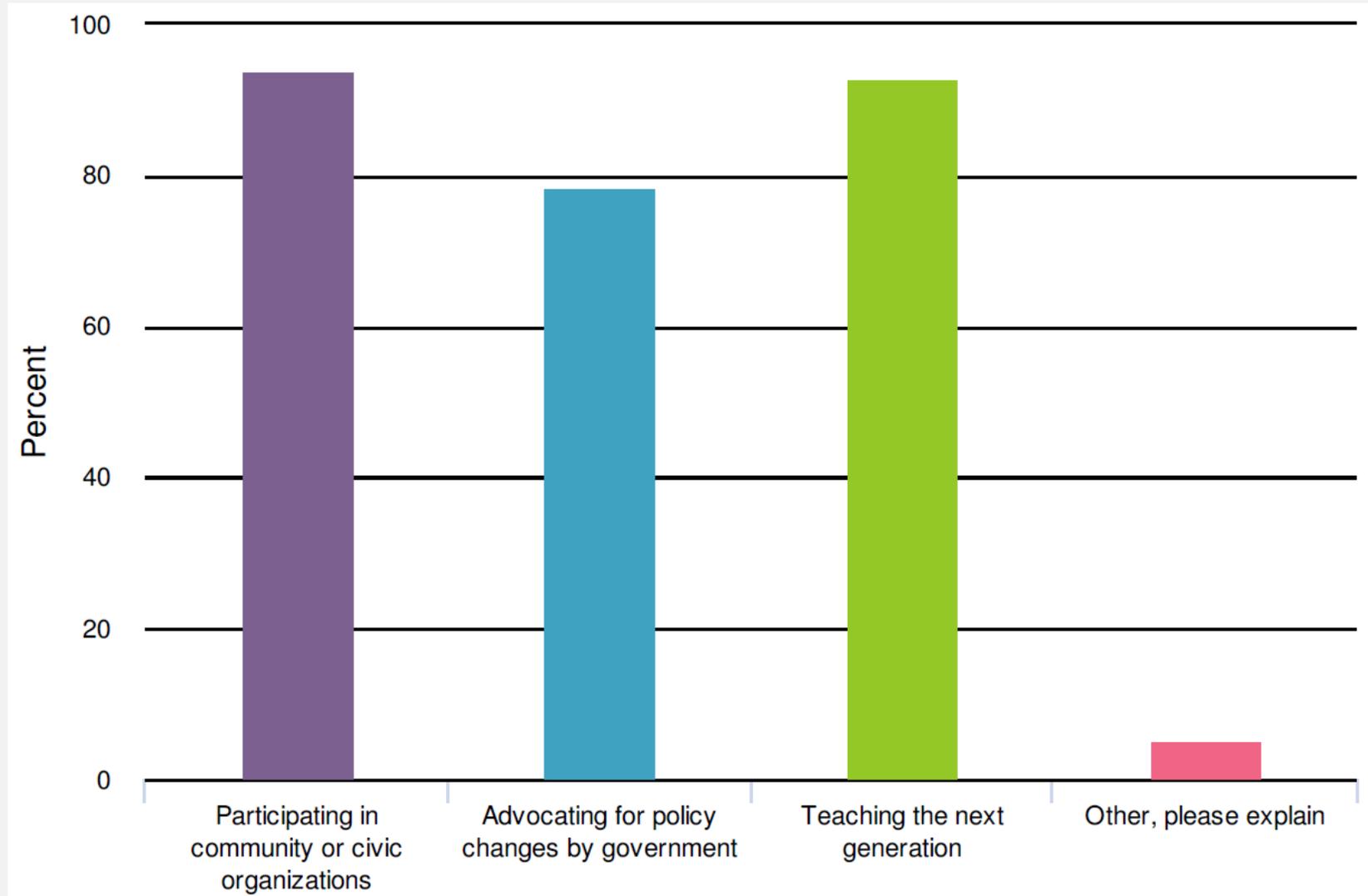
2.3 Does your firm . . .

	Yes	No
...encourage staff participation in local advocacy?		
Count	94	21
Row %	81.7%	18.3%
...participate in state and national policy issues?		
Count	64	52
Row %	55.2%	44.8%

Topic #3: The Future's so Bright . . .



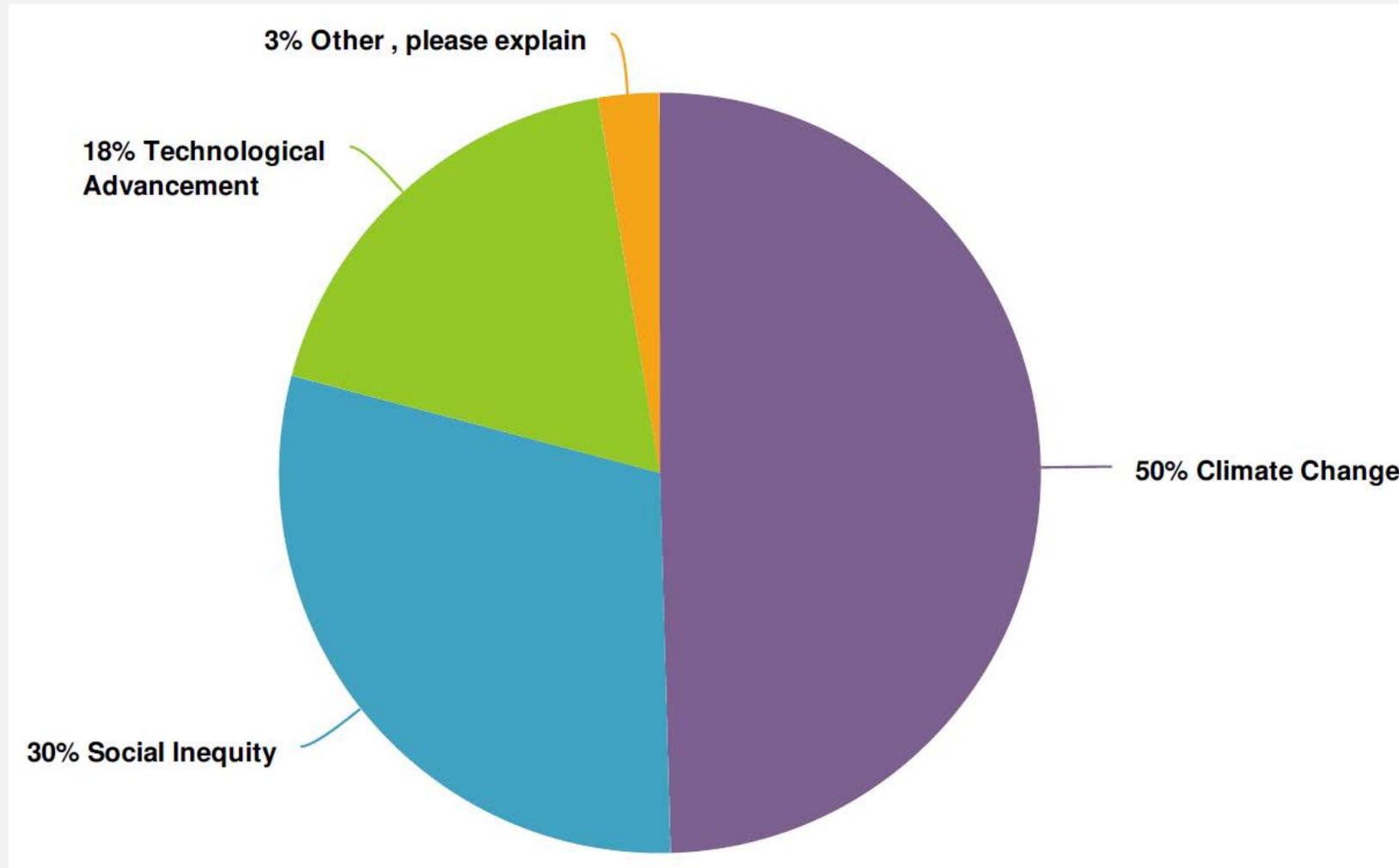
3.1 Do We Have Responsibilities Outside Practice?



From your comments:

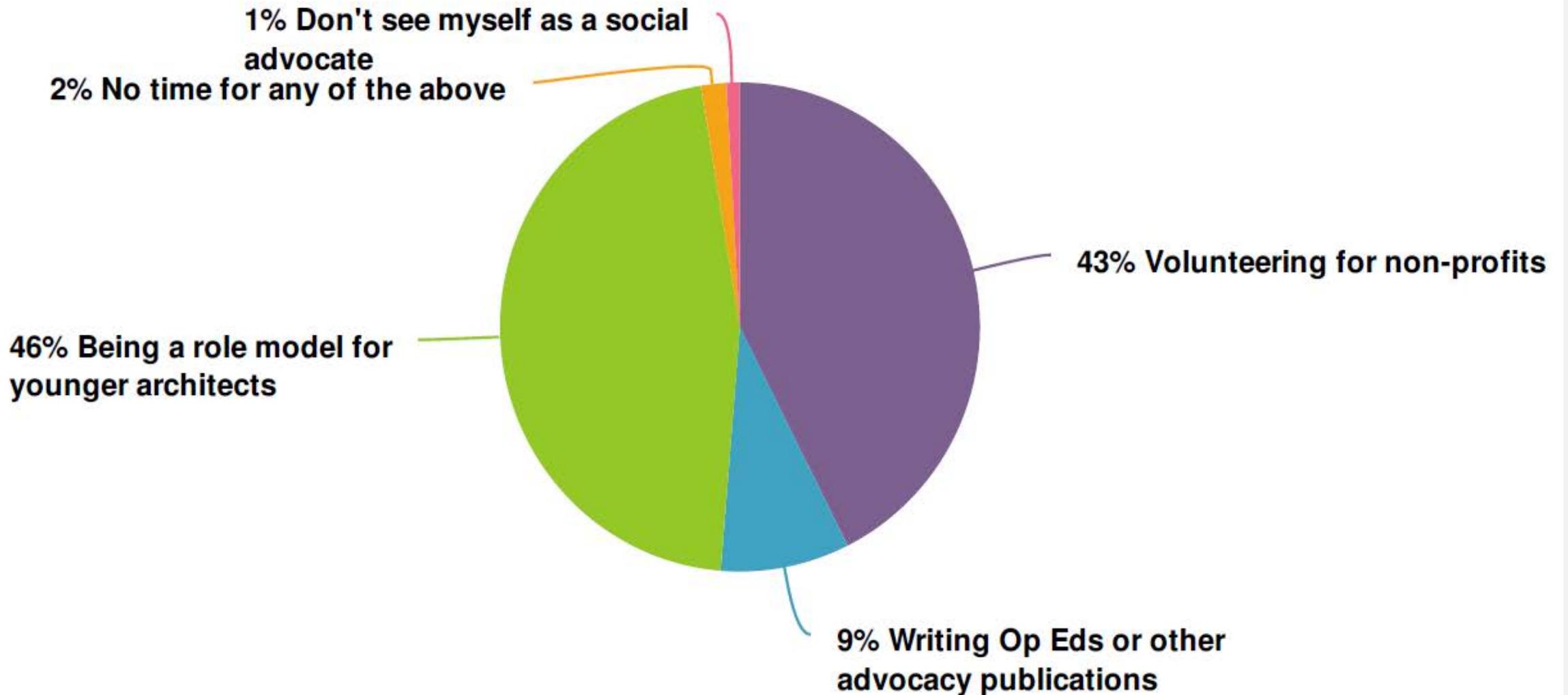
**Stronger voice about value
Equity, Diversity, Inclusion
More Collaboration**

3.2 What are Society's Greatest Challenges We Can Help Solve?



From your comments:
Growth of Cities
Better urban planning

3.3 How Can We Advocate?



Creativity



Practice for the Future

Challenges and Opportunities at All Scales

Topic #1: What Keeps You Up at Night?

Topic #2: “Capabilities vs. Nimbleness”

Topic #3: The Future’s so Bright . . .

Thank you!



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Thank you!

