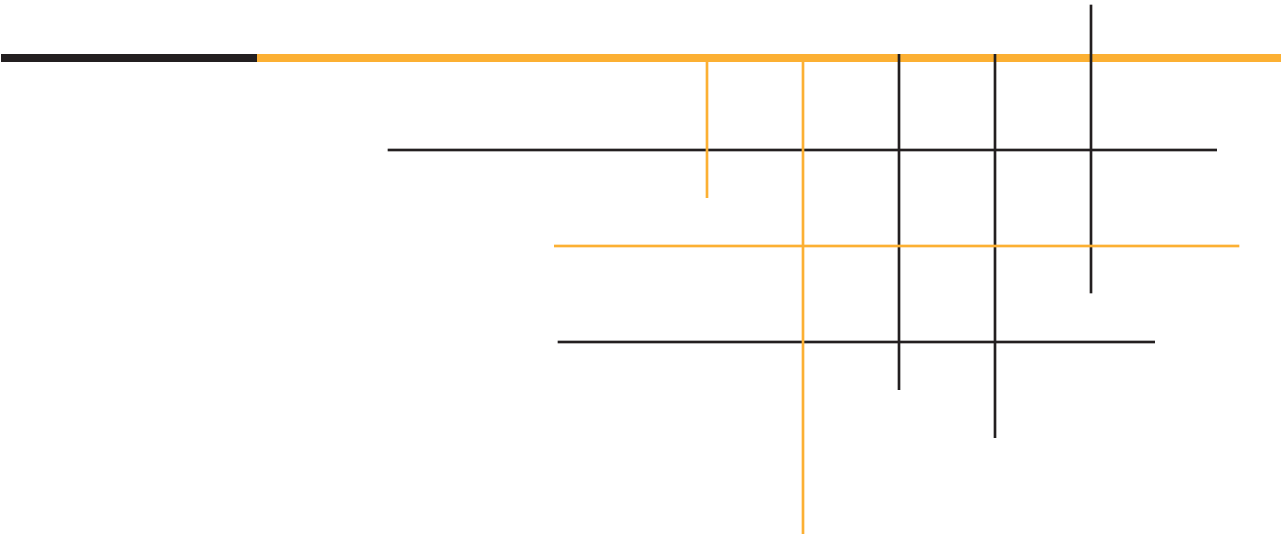




INSTITUTE GUIDELINES

to Assist AIA Members, Firms and Components
in Undertaking *Pro Bono* Service Activities



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OF ARCHITECTS**

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THE AMERICAN INSTITUTE OF ARCHITECTS encourages all of its members, their firms, and state and local components to engage in providing *pro bono* services as part their contributions to the highest aspirations of the architecture profession and the Institute in service to society. Through participation in whatever format they may choose, every member of the AIA can support and further the values of the Institute in terms of its advocacy for sustainable design and practices, diversity, and elevation of the stature of the profession of architecture in the eyes of the public.



Pro bono projects often focus on the “front-end” phases of the design process including site and context analysis.



Pro bono projects often focus on clarifying the goals of a community as gleaned from a consensus of residents.

***Pro bono* services are defined as services of a professional nature** that are typically provided by a registered/licensed architect, members of an architectural firm (including interns), AIA components, colleges and/or community-design centers but for which those individuals or entities involved receive no financial compensation.

These guidelines have been written with the expressed intention of providing encouragement, guidance, and recommendations for the management of the provision of *pro bono* services by members of the Institute, firms, and AIA components who are presently, or contemplating becoming, engaged in providing such services. They also provide guidance in evaluating when these services are deemed in the best interest of the architect, firm, or AIA component, as well as their “community clients”.

Through their *pro bono* efforts, architects and allied design professionals have the opportunity to bring a unique combination of a knowledge-base and design skills to address and solve a wide range of issues that face our communities. The ability to provide these professional quality services is greatly enhanced by the expertise that architects possess in managing resources (human & financial), time schedules, and understanding the complexities inherent in the required procedures as dictated by state and local governmental agencies and departments.

Architects also bring unique abilities and methodologies through which to apply this knowledge base and set of skills. These include, but are not limited to:

- conducting environmental, context, site, and historic structures studies;
- translating a client's needs and aspirations into a set of goals and objectives;
- developing a spatial program that serves the client's needs in both the short and long term;
- making building and ADA code requirements and other applicable standards understandable to community clients and applying these to the potential solutions to the project;
- engaging the community clients in planning and design exercises, thus allowing them to gain "ownership" of the process and products; developing through various design processes (example: community charrettes and design workshops; visioning sessions) alternative design solutions; developing the graphics that provide a "vision of what might be;"
- developing budgets for physical improvements to existing structures or to new construction;
- assisting with the writing of grant applications;
- connecting clients w/ constructors; and assisting community-based clients with working with the public media to help promote the project, as well as help to raise funds.

Since the 1960s, a growing percentage of the AIA members, firms, community-design centers, and university-based programs have worked in collaboration with a diverse range of community partners. By working in collaboration with community partners our profession has the ability to truly position architects, their firms, and AIA components as committed "civic leaders" in their communities who are guided by the principles inherent in the statement: "We do it WITH THEM, not for them!" Many of these community partners are not-for-profit agencies, organizations and community groups, who provide critical health and human services to sectors of our society that traditionally have been under-served by our profession.

2.1. LEGAL AND LIABILITY CONSIDERATIONS: Architects, firms, and AIA components have the ability—through their *pro bono* service activities—to apply their unique creative problem-solving and management skills to address and help solve a wide range of issues that face our country’s communities. However, the provision of *pro bono* services has legal implications (including potential liability) which may impact the reputation of architects or their firm in their community. *Pro bono* services may also effect the public’s perception of the value created by the architecture profession through the commitment of the local AIA component and its members to help improve the quality of life of a community. Moreover, applicable law and regulations in certain jurisdictions may limit or (in some instances) even prohibit the provision of services identified here as *pro bono* services. Architects should therefore obtain appropriate legal advice to ensure that they understand and comply with any laws or regulations that may apply, including state licensing laws.

Architects may find themselves faced with a situation in which their professional judgment tells them that they do not have the qualifications to offer competent services for a specific problem that has emerged as the project has progressed. Three common examples are:

1. A situation that requires the expertise of a structural engineer;
2. The presence of hazardous material (ex. Asbestos) that, by law, requires both the evaluation and remediation by a certified professional or company.
3. The requirement to have a specified historic building analyzed and evaluated for its historic significance in order to be eligible to apply for tax credits.

In these cases, the architect, through *pro bono* service can offer great value through facilitation and coordination. As with other professional circumstances, the architect should: inform the community client of the situation; explain the implications or the issues involved; recommend the correct course of action or alternative courses in terms of bringing in competent consultants; contact the parties and explain the situation; and arrange along with the client to have those interested at the next meeting or workshop. In addition, it is important that the architect explains to the community client that these other parties have no obligation to offer their services *pro bono* and the client will need to negotiate with each on the specifics of the scope of their services, schedule, and financial remuneration (exceptions are representatives of government entities).

2.2. CONTRACT/LETTER OF AGREEMENT: As with any project undertaken by an architect or a firm, it is critical that a legally enforceable Owner-Architect Agreement or Letter of Agreement be executed at the outset of undertaking a *pro bono* project. Often *pro bono* projects are the first step in an ongoing process involving programming, grant writing (i.e., providing the required technical information such as a preliminary environmental assessment, schematic design, or preliminary cost estimate), feasibility studies, and analysis of alternative sites. An agreement that details what services are being provided should be developed—preferably using the most applicable AIA contract document such as the *B-101* or *B-102*

Standard Form of Agreement Between Owner and Architect or a Letter of Agreement. It is advisable for any architects entering such an agreement to have their legal counsel or insurance carrier review the document.

It should be noted that in many cases an architect engaged in a *pro bono* project may very well find that her/his client has never worked with an architect before and are unfamiliar with the process. It is the responsibility of the architect to take on the role as an educator in these circumstances and take the *pro bono* client through the process in a step-by-step manner. Also, most *pro bono* projects involve clients from the public or not-for-profit sector and that their representatives are volunteering their time and expertise as well. As a result, the chain of responsibility for decision making may be unclear or multilayered and needs to be either developed or clarified at the outset of the project.



One of the most valuable *pro bono* services that architects can provide is scheduling . . . for both the overall projects and single activities.

the U.S. Department of Housing and Urban Development or the state Department of Natural Resources); partnerships with public agencies or educational institutions; and the formal approval of a city council mayor, college dean, or provost is often required. In addition, many grant programs require that funds be expended within a certain time frame and may only be used for certain budget line items. Thus, establishing a schedule or critical path must be one of the first action items on the agenda of a *pro bono* project.

2.4. ACCOUNTING/INVOICING/DISCOUNTING FEE: Every *pro bono* project must be carried out with the utmost care for accounting, invoicing, or any other financial matters. It is critical that an architect engaged in *pro bono* or reduced fee services work out the details of all financial transactions prior to the commencement of any work. The AIA recommends that prior to engagement, an architect or firm consult with an accountant or accounting department.

2.3. A COMMUNITY OR NOT-FOR-PROFIT ENTITY-DRIVEN SCHEDULE:

For architects who have not participated in community-based work, it is imperative to understand that the great majority of *pro bono* projects often follow a schedule that is quite different than the type an architect may be used to, especially as it applies to corporate or commercial work. Many *pro bono* projects involve funding cycles that are dependent on set dates for submission of grant applications. Volunteer boards (whose final sign-off on grant applications is almost always required) often do not meet in the summer months or December and these gaps can really affect a schedule. Many *pro bono* projects involve public funds (e.g., funds from

2.5. AIA COMPONENTS' PLANNING FOR POST *PRO BONO* PHASES OF PROJECTS: In undertaking a *pro bono*, community-based, service project—such as those executed under the *AIA 150—Blueprint for America* initiative—both state and local component components should carefully consider how they will handle future phases of these projects if and when they may lead the commissioning of a registered architect. Activities that govern component members during and after the *pro bono* phases must be made clear—and be put in a written memorandum. These should be approved by the committee who is charged with the *pro bono* project or by the entire component membership.

2.6. INVESTIGATION OF THE HISTORY OF *PRO BONO* PROJECTS AND THE ELIGIBILITY OF COMMUNITY CLIENTS: It is important that a member of the AIA, acting independently, firm or an AIA component, contemplating becoming involved in the provision of *pro bono* services, investigate the history of the project to determine if an architect or a firm was previously involved and what the circumstances were behind that individual or entity no longer being involved. In addition, it is recommended that the financial status of the community entity be taken into account when determining whether to provide *pro bono* services. (See Section 3.2.) Experience has proven that it is far better to confront and resolve financial issues and/or potential misunderstandings at the outset of a project than to proceed with the project and encounter serious problems when the project is well along in the planning and/or design process(es). Both of these steps should help architects and components to make informed decisions about how to best channel their *pro bono* services.

2.7. POTENTIAL COMMISSION: There are a number of scenarios that might be considered for how a services provider is treated where a project could eventually lead to a paid commission. These include:

- free to pursue the commissioned phases, following standard ethical procedures;
- prohibited for a set amount of time from pursuing a project that has emerged from the *pro bono* phases (R/UDAT and SDAT uses this method); or
- prohibited from pursuing a project that has emerged as a direct result of the *pro bono* services.

Under any of these scenarios, it is recommended that the AIA member or component discuss with the community entity at the outset of the project the possibility that a *pro bono* service could lead to a project requiring the commissioned services of a registered architect. It is further recommended that the community entity be made aware of various procedures through which the services of architectural firms are solicited (RFI, RFQ, or RFP); short-listed, interviewed, selected, and finalized in a contract for services. By recommending a procedure that allows all the members of a component to pursue the commissioned work enables the component to avoid the possibility of members (and the community client) finding themselves in an awkward, possibly contentious, situation.

2.8. SELECTION OF FIRM EMPLOYEES: It is incumbent upon the firm's owners to carefully plan their firm's involvement in providing *pro bono* services. As such, it is recommended that the firm select employees who are best suited to a specific service. For emerging professionals, a *pro bono* project can also

A firm has many options when selecting which employee or employees might best represent them on *pro bono* projects.

serve as a great training opportunity and will help to instill a commitment to service in the next generation of professionals. Moreover, a *pro bono* project can promote a mentoring relationship by pairing a seasoned professional with an emerging professional. This also reinforces the IDP requirement of the intern being “under direct supervision of a licensed architect.” This may be particularly critical when the *pro bono* service requires professional skills such as code analysis, ADA standards, survey of structural integrity, etc. Finally, it is recommended that the firm check with its insurance carrier to make sure that their current policy covers such involvement, and if not, that the policy be expanded to include this coverage.

3.0.

Impetus for Issuing These Guidelines

3.1. LACK OF CURRENT AIA GUIDELINES: To date, the AIA has never had guidelines governing its members’ activities as they relate to *pro bono* services. It was not until 2007 when the *AIA Code of Ethics and Professional Conduct* until Ethical Standard 2.2 was amended to address public service. Even without these documents, AIA members have provided these services through their professional practice or the service activities of their respective state and/or local AIA components.

3.2. OTHER PROFESSIONS AND PROFESSIONAL ORGANIZATIONS: It is important to note that other major professions, either through the good works of individuals or through their respective professional organizations (e.g., American Bar Association, American Medical Association, American Dental Association, American Veterinary Association), have a long history of providing *pro bono* services to society. The professional organizations who govern the ethical conduct of their respective members have developed formalized the guidelines for their members’ involvement in providing *pro bono* services through such entities as legal services agencies, medical clinics for the indigent, dental clinics for children, and animal clinics. For example, the American Bar Association (ABA) has long advocated that lawyers do *pro bono* work. As far back as 1908, the ABA Canons of Ethics recognized the inherent duty of a lawyer to provide legal representation to indigents in criminal cases. In 1969 the ABA adopted Ethical Consideration 2-25 to the *Model Rules of Professional Conduct*. This implored “every lawyer, regardless of professional prominence or professional work load, [to] find time to participate in serving the disadvantaged.” In 1993 the ABA House of Delegates adopted proposed Model Rule 6.1. on Voluntary *Pro bono* Publico Service, which states that, “A lawyer should aspire to render at least 50 hours of *pro bono* publico services per year.”

3.3. THE INSTITUTE'S AIA 150 BLUEPRINT FOR AMERICA: This initiative, undertaken during 2007, has engaged thousands of AIA members in community-based projects through their participation in local partnerships that are addressing local quality of life issues. These projects involved *pro bono* services offered on the part of local components. It is expected that many of these projects will potentially lead to



Many AIA members partnered with allied professionals to provide significant *pro bono* services.

The AIA has a long history of providing services to communities to assist them in their revitalization efforts.

projects that will require the professional services of an architect. Prior to issuing these guidelines, neither the Institute nor the Blueprint for America program had a formal document to guide the involvement of AIA members who may be asked to, or who seek to, undertake this work. (See Appendix A: AIA150 Blueprint for America program.)

3.4. R/UDAT PROGRAM: The AIA has a long history of its members providing *pro bono* services at the national, state, and local component levels. Starting in 1967 the Regional/Urban Design Assistance (R/UDAT) Program has assisted 140 communities to address urban and regional planning, development, and design issues. The visiting R/UDAT teams are chaired by an AIA architect and composed of AIA architects and other professionals representing disciplines that are required to successfully address specific issues encountered in each community. Teams employ a wide range of citizen participation techniques, thus assuring a process that is driven by a combination of a community's aspirations and goals for its future. The teams use various communication skills to give imagery to these as well as developing implementation strategies. (See Appendix B: The R/UDAT Program.)

3.5. SDAT PROGRAM: Commencing in 2005, the AIA responded to the national movement toward developing and implementing strategic plans to assure a sustainable future with the advent of the first Sustainable Design Assistance Team (SDAT). This program employs multidisciplinary teams to assist local communities in analyzing their current conditions as they relate to sustainable practices, energy/resource consumption, and the public policies that affect them. The teams, working in partnership with both the local public and private sectors, develop a strategic plan that lays out a series of programs whose implementation will assure a sustainable future for that community. (See Appendix C: The SDAT Program.)

3.6. POTENTIAL PITFALLS AND LIABILITIES: Architects, their firms, or AIA components, if not experienced in providing *pro bono* services run the risk of pitfalls and/or liabilities that are inherent in such activities. Often, these are associated with misconceptions or miscommunications associated with the status of documents produced, reimbursable expenses, encroachment on the practices of local firms, and the interface with professional practice, should the project move into the next phase requiring the services of a registered architect.

4.1. PRO BONO SERVICES OFFERED BY A REGISTERED ARCHITECT: These are professional services provided by a registered/licensed architect but for which the architect neither seeks nor receives any financial remuneration. *Pro bono* services leverage the specific skills of the professional architect to provide services to those groups (see section 4.0) that would not otherwise be able to afford to pay for them, including state or local laws (such as state licensing laws) that may limit or even prohibit the provision of pro bono services in this manner.

4.2. PRO BONO WITH REIMBURSEABLE EXPENSES COVERED: These are professional services provided by a registered/licensed architect but for which only reimbursement for out-of-pocket expenses incurred by the architect or architecture firm (see section 4.6) other than labor are sought and received. These might include but are not limited to costs for production of documents, photographic documentation, travel, and those specifically included in the Letter of Agreement/Contract (*see section 9.1*).

4.3. REDUCED/DISCOUNTED-FEE SERVICES: As clearly stipulated in a Letter of Agreement/Contract, these are professional services provided by an architect for which the architect either discounts or reduces the fee that she or he would normally charge for the scope of work. This can be accomplished by either an agreement on the reduced fee or by the architect returning a portion of the fee as a donation. It is recommended that both the architect and the entity receiving her or his services consult their respective tax accountant and attorney to guarantee the agreed-upon arrangement is legal under IRS tax codes and other applicable laws, including state or local laws (such as state licensing laws) that may limit or even prohibit the provision of pro bono services in this manner.

4.4. SERVICES THROUGH AIA COMPONENTS: Architects have traditionally been involved in offering their individual professional/community services through the collective effort of their state and/or local AIA components. This has included activities like a component-sponsored Explorer Post, work on a “home building blitz” for the local chapter of Habitat for Humanity, production of a guidebook to their city, walking tours of historically significant architecture, as well as providing speakers for a local high school as part of the component’s Architects in Schools program. In these cases, the individual architect is acting as a member of the AIA component and, although her or his name may appear in a publication, announcement, or media release, the credit for the “good deeds performed” accrue to the component, not the individual or their firm.

4.5. SERVICES THROUGH AN ARCHITECT’S FIRM: Architects have offered their individual professional/community services through the collective efforts organized by their office. Examples include such activities as an office-sponsored Explorer Post; work on a “home building blitz” for the local chapter of Habitat for Humanity, or a walking tour or a reception for a visiting AIA committee. In these cases, the individual architect is acting as an employee of the firm. Billable hours that a firm’s employee spends in volunteer or service activities are typically credited to the firm, not the individual.

4.6. SERVICES OFFERED BY INTERN ARCHITECTS: Often, intern architects are involved in providing *pro bono* services through a wide range of opportunities that are provided by the Institute, such as the Young Architects Forum (YAF). Other opportunities are provided through the intern’s employer. The activities of intern architects must be under the direction of a licensed architect.

4.7. COMMUNITY SERVICES: These are professional services that an architect provides as engaged citizen to an organization in his or her community. These might include serving on the board or committee, or being an active member of a community service club, a faith-based organization, a youth program, a cause-oriented not-for-profit organization, a volunteer public safety entity, cultural organizations, and education-related organizations. *(See Appendix D: Examples of Community Service Organizations.)*

4.8. FREE SERVICES/MARKETING ACTIVITIES: These are professional services that an architect volunteers without any financial remuneration to assist a community organization or as an advocate for a specific cause, but with the expectation that these activities may lead to a paid commission in the future. The architect makes it very clear that if a project moves forward to a point where the professional services of a registered/licensed architect are required, then she or he expects to, at the very least, be considered for the paid commission. These services are NOT considered to be *pro bono* due to the fact that they are offered with the long-term goal of securing a paid commission. (Architects should also consult their attorneys to determine whether state or local law, including state licensing law, may have a bearing on the provision of services under these circumstances.)

5.0. Universities and Community-Based Studios

5.1. HISTORY: Starting in the 1960s, both university-based and community-based design studios were formed to respond to the pressing need for professional expertise by many inner-city neighborhood groups and coalitions for planning and design services. During this same time, faculty and students in the academy were questioning the relevancy of the traditional studio model when the “real learning” was taking place in the streets. By 1980 many schools had unfortunately totally dropped or reduced this approach to design education. However, the Boyer Report, authored by Drs. Ernest Boyer and Lee Mitgang in 1996, included a chapter titled “Service to the Nation,” which revived the concept of service-learning/community outreach as an integral component of a viable architecture curriculum. In the dozen year’s since the report was first issued, the National Architectural Accrediting Board (NAAB) has developed, refined and applied various criteria relating to community-based, service learning in their accrediting process. *(See Appendix E: The Boyer Report: Building Community Through Education.)*

By the year 2000, almost every member school of the Association of Collegiate Schools of Architecture had reinserted some aspect of community-based education in their curricula. Graduate programs in urban design were on the increase. This resurgence was greatly aided by the international recognition of Auburn University’s Rural Studio, co-founded by Samuel (Sambo) Mockbee, FAIA, recipient of the 2004 AIA Gold

Medal. In addition, the incorporation of design-build/in-the-field studios in many other schools' curricula (a concept first implemented at Yale University in the mid 1960s and given more recent national exposure by the Yestermorrow School in Vermont, which was founded by Steve Badanes and John Lyle et al. in the mid 1980s), has expanded the nature of *pro bono* services into the realm of constructed buildings, park structures, and playgrounds. (See Appendix F: Association for Community Design Listing of Community Design Studios.)

5.2. FACULTY MEMBER ENGAGEMENT: Over the years, tenured or adjunct faculty members—both AIA members and non-members—have participated in providing *pro bono* or reduced fee services as through in-situ planning, urban design, and design-build. Going forward, involvement by AIA architects as teachers/practitioners may be one of the best ways to help narrow the gap between the theory learned in the academy and the practice of architecture in the field. A real opportunity exists for AIA architects to be seen by students as role models who are committed as educators/practitioners to serve society in ways not traditionally associated with private-sector practitioners. An additional opportunity to engage architects who have chosen to practice in the public and not-for-profit sectors, thus exposing students to another exciting and rewarding career path.

5.3. ARCHITECTURE STUDENTS: Architecture students have the opportunity to be involved in providing *pro bono* services, either through their school's American Institute of Architecture Students (AIAS) chapter or through an academic studio or elective course. The best example of this is the AIAS's Freedom by Design program, a national program through which student chapters are engaged with local partners in promoting barrier-free environments through the removal of architectural barriers in their communities, most often their school's "home town." The students are required to form partnerships with local contractors and material suppliers and are responsible for raising the required funds or in-kind contributions needed to execute the removal of barriers. They are also required to work under the direction of a registered architect, preferably one who is a member of the AIA.



Many universities have extensive experience in operating service-learning/community-assistance studios.

6.0.

Qualifications to Receive *Pro Bono* Services

An architect has the right and freedom to decide what group, agency, or organization may receive her or his professional services through any of the means enumerated in sections 4.1–4.6. The individual, family, or group receiving *pro bono* services are traditionally those that fall into one of four categories.

6.1. ECONOMICALLY DISADVANTAGED: These are individuals, families, or organizations who do not have the financial means to pay the fees normally charged for professional services. Often this designation is determined by criteria established by various governmental agencies that offer public assistance like housing vouchers and food stamps.

6.2. NOT-FOR-PROFIT: These are community organizations that operate on a limited budget, have no or few paid employees, and rely almost exclusively on volunteers to operate and offer their respective services. Examples include a local preservation foundation, rails to trails organization, scouts, youth sports, and civic theater. Most nonprofit organizations have been granted exemption from federal taxes by the Internal Revenue Service. Many of these organizations refer to themselves according to the IRS Code section under which they receive exempt status (i.e., 501(c)(3) organization).

6.3. FAITH-BASED ORGANIZATIONS: Many architects have provided *pro bono* services to the religious or faith-based organizations to which they belong.

6.4. “START-UP” ORGANIZATIONS: Quite often an organization is in need of professional services when it is in the formative stage(s). The services required may include: obtaining not-for-profit status; setting up an accounting system; strategic planning for both the short and long-term goals of the organization; writing grant applications in order to establish a financial base on which the organization can then operate; and evaluating an existing building for use by the organization (i.e., code analysis, space planning and conceptual design, and cost estimate). In this case, it is recommended that architects make it very clear at the outset of their involvement that the provision of these *pro bono* services are understood to be marketing initiative and that the expressed goal is to be seriously considered for a paid commission to provide architecture services when, and if, the organization reaches that point in its operations.

7.0.

Benefits of *Pro Bono* Work

The AIA firmly believes that its member architects will gain a great deal from their involvement in *pro bono* services, regardless of the format or context in which they choose to participate. These benefits include the following:

7.1. PERSONAL SATISFACTION: Any architects who have been involved in providing *pro bono* services can attest to the personal satisfaction that they feel in being able to apply their knowledge and skills related to their professional career to “good causes.” For many interns, engagement in these services adds to



Many architects believe that their active involvement in *pro bono* projects is among the most satisfying activities in their professional lives.

their job satisfaction, increases the esteem with which they hold their firm or individuals within the firm that they see as role models, and increases their active involvement (as associate AIA members) in the community service activities of their local AIA component.

7.2. FUTURE BENEFITS: Many AIA architects can relate how their involvement through *pro bono* services did, in fact, lead to a future paid commission, often not one related to the original client that received the *pro bono* services. Many of the members of boards of not-for-profit organizations are in positions of influence in their communities and, in these positions, can often recommend what architect or architecture firm should be considered for a commissioned project (or simply hired outright). Finally involvement in *pro bono* service activities can provide substantial, positive relations for a firm, AIA component, or individual architect. Architects should be mindful, however, of state or local laws (including state licensing law) that may come into play in these situations, and should consult a lawyer for appropriate legal advice.

Pro bono projects can truly elevate the standing of the AIA and the architectural profession within our nation's communities.

7.3. ADVANCE THE PROFESSION: Lastly, when executed with care and commitment to quality (see section 8.0), any successful *pro bono* work advances the stature of the architecture profession, thus benefiting all architects. It is hoped the designation of AIA or FAIA after an architect's name in any public media event related to her/his *pro bono* services will also accrue to the importance of the Institute. It is simply a win-win situation for all who are involved, but especially for those receiving the *pro bono* services.

8.0.

Criteria for Measuring the Quality of *Pro Bono* Services

In order to maintain, even strengthen, the public perception of the value that architects bring to a project through their professional expertise, it is imperative that the architects apply the same commitment, thoroughness, and quality in their *pro bono* services that they would provide if they were receiving a full fee. Anything less will diminish the stature of the profession and the AIA. It is better for architects not to engage in offering *pro bono* services if they cannot adhere to this criterion.



Engagement in pro bono activities allows architects of any age and experience level to contribute, and in many cases, to have meaningful interaction as part of their respective involvements.

The AIA encourages all of its members, members' firms, and state and local components to engage in providing *pro bono* services as part their contributions to the highest aspirations of the architecture profession and to support the AIA in service to society. Through participation in whatever format they may choose, every member of the AIA can support and further the values of the Institute in terms of its advocacy for sustainable design and practices, diversity, and elevation of the stature of the profession of architecture in the eyes of the public. The AIA is committed to the philosophy that a commitment and personal engagement in providing *pro bono* services is for everyone. This means a nationally known architect with 40 years in the profession who is founding principal of a 1,000-person firm with offices worldwide and a member of the AIA College of Fellows; or a middle-aged architect with 20 years in the profession who is a senior partner and project manager in a 10-person firm (i.e., AIA Architect member for 15 years); or a young, sole practitioner in small-town America (i.e., AIA Architect member for five years); or a young emerging professional who is beginning his/her internship (i.e., associate AIA member for two years); or a third-year student of architecture and member of the American Institute of Architecture Students can provide *pro bono* services. In fact, this may be one of the most suitable activities to promote cross-generational collaborations within a firm or AIA component or between an architect and community partners.

Fact Sheet—AIA 150 *Blueprint for America*

WHAT: AIA 150—*Blueprint for America* is the cornerstone of the American Institute of Architects (AIA) 150th (1857–2007) anniversary celebration. Composed of more than 160 community service projects partially funded by the national AIA, the *Blueprint for America* brought architects and a diverse array of community partners together to address community issues related to the built environment. Stressing citizen involvement through participatory methods such as charrette workshops, the initiatives and projects undertaken focused on improving the quality of community livability and quality of life through growth management, historic preservation, neighborhood revitalization, public transit-oriented development, and sustainability, among others.

WHEN: The AIA 150 *Blueprint* projects were planned during 2006, undertaken throughout 2007, and were documented throughout 2008. Many projects were substantially completed by National Architecture Week, April 2008, when the GoogleEarth site containing their documentation of both process and product was launched. Once all projects are completed and documented, case studies will be selected from exemplary individual *Blueprint* projects, compiled, categorized and shared with those interested in implementing similar programs in their communities. The completed piece, titled *Blueprint for America Mosaic: A Gift to the Nation*, is scheduled for completion in late 2008.

WHERE: Below is a sampling of *Blueprint* projects. To access a listing of all projects and their status, visit www.aia150.org.

- Bus Stop Extreme Makeover (Oklahoma City/Wichita)
- Statewide Disaster Preparedness Program (Tennessee)
- Summer Design Camps (Houston/Wyoming)
- Brooklyn Expressway Corridor (New York City)
- 3-D Planning Models (Colorado Springs/Indianapolis)
- Affordable Housing Modules (New York state/Southeast Wisconsin)
- Capitol Mall Improvement (Arizona)
- Downtown Revitalization (San Diego)
- Regional Community Design Studio (Memphis)
- Columbus Indiana Architectural Archives & Exhibit (Indiana)
- Historic Neighborhood Revitalization (Dayton)
- Sustainability Legislation (Ohio)

WHY: AIA 150—*Blueprint for America* projects demonstrate how the public can work with architects to create beautiful, safe, livable communities. By sharing their knowledge and experience, architects offer communities the opportunity to celebrate their heritage while addressing emerging challenges and trends. They have also proved that state and local AIA components can take a civic leadership role and be both catalysts and facilitators for positive change in their respective communities.

The Regional/Urban Design Assistance Team (R/UDAT)

What is a Regional/Urban Design Assistance Team (R/UDAT)?

R/UDAT (pronounced ROO-dat) is a grassroots approach to help communities meet challenges and ensure a livable community. The program tackles development issues such as the loss of major employers, traffic congestion, unfocused growth, crime, loss of open space, unaffordable housing, abandoned industrial buildings, environmental problems, vacant storefronts, and loss of community identity.

It combines local resources with the expertise of a multidisciplinary team of nationally recognized professionals. This approach—which can address social, economic, political, and physical issues—offers communities a tool that mobilizes local support and fosters new levels of cooperation. A R/UDAT is a very visual process, identifying and making visible clear and accessible ways to encourage community change. It's fast-paced, exciting, energizing—and it works!

The R/UDAT program is offered to communities as a public service of the American Institute of Architects (AIA). It brings more than 40 years of experience in managing this process—experience and expertise that are available to your community throughout the process. The R/UDAT Task Group, made up of volunteer AIA members and others with extensive R/UDAT experience, administers the program with assistance from professional staff from the AIA Center for Communities by Design.

What can R/UDAT do for your community?

Communities across the country are constantly changing. A R/UDAT can help you to respond to these kinds of issues, develop a vision for a better future for your community, and implement a strategy that will produce results. Because the R/UDAT process is highly flexible, it is effective in communities as small as villages and urban neighborhoods and as large as metropolitan regions.

Why does the R/UDAT process work?

The process works because it relies on three simple principles:

Quality

R/UDAT members are highly respected professionals selected on the basis of their experience with the specific issues facing your community. The energy and creativity generated by a top-notch, multidisciplinary team of professionals working together can produce extraordinary results.

Objectivity

The R/UDAT process ensures that all voices are given a fair hearing and that options are weighed impartially. The lack of bias, professional stature of the team members, and *pro bono* nature of the work generate community respect and enthusiasm for the process. Because team members bring new eyes and voices to a community, they frequently have the advantage of seeing issues with greater objectivity.

Participation

The R/UDAT process encourages the active participation of all sectors of the community. The team members who will visit your community will seek the opinions and comments of the public as well as community leaders and interested groups. A common sentiment expressed after a R/UDAT is: “This experience really brought the community together. People who never talked before are now working together.”

What is the structure of the R/UDAT process?

The R/UDAT process is flexible and unique, but there are typically four parts or phases, some of which occasionally overlap.

Phase 1: Getting Started

A local leader or citizen initiates the process by calling the AIA and asking for help. A steering committee is formed, representing a variety of residents, local government, businesses, institutions, and community groups. The committee gathers community support and prepares an application. A representative from the Committee on Design Assistance visits the community, suggests revisions to the application, and prepares an evaluation report for the AIA and the community. Upon review and approval of the application, the AIA makes a formal commitment to your community.

Phase 2: Getting Organized

The R/UDAT team leader selected for the project meets with the community steering committee. This visit introduces the team leader to the community and its concerns and sparks broader community interest and participation in the process. Preparations begin for the team visit, including initial steps that will facilitate the eventual implementation of an action plan.

Phase 3: Team Visit

The team leader, with the aid of the Committee on Design Assistance, selects a multidisciplinary team of 6 to 10 professionals who visit the community for four intense, productive days. After listening to the concerns and ideas of residents, community leaders, and interested groups and viewing both the study area and the surrounding community, the team prepares and publishes a report that is presented in a public meeting on the last day.

Phase 4: Implementation

The community analyzes the team recommendations, identifies priorities, undertakes immediate objectives, and prepares an action plan. Some team members return a year later to evaluate progress and advise on implementation.

How long does the process take?

The first two phases, which are critical to the overall success of the R/UDAT effort, typically take 3 to 6 months to complete, depending on how quickly the community can organize. Phase Three, the Team Visit, normally takes place 6 months after your initial phone call. Phase Four, Implementation, can take as long as needed to meet local needs and priorities, although the follow-up visit usually occurs a year after the team visit.

For more information about the R/UDAT program or the Center for Communities by Design, go to www.aia.org/about/initiatives/AIAS075265

The Sustainable Design Assessment Team (SDAT)

The Sustainable Design Assessment Team (SDAT) program focuses on the importance of developing sustainable communities through design. The mission of the SDAT program is to provide technical assistance and process expertise to help communities develop a vision and framework for a sustainable future. The SDAT program brings together multidisciplinary teams of professionals to work with community stakeholders and decision-makers in an intensive planning process. Teams are composed of volunteer professionals representing a range of disciplines, including architects, urban design professionals, economic development experts, land use attorneys, and others.

Today communities face a host of challenges to long-term planning for sustainability, including limited resources and technical capacity, ineffective public processes and poor participation. The SDAT approach is designed to address many of the common challenges communities face by producing long-term sustainability plans that are realistic and reflect each community's unique context. Key features of the SDAT approach include the following:

- **Customized Design Assistance.** The SDAT is designed as a customized approach to community assistance which incorporates local realities and the unique challenges and assets of each community.
- **A Systems Approach to Sustainability.** The SDAT applies a systems approach to community sustainability, examining cross-cutting issues and relationships between issues. In order to accomplish this task, the SDAT forms multidisciplinary teams that combine a range of disciplines and professions in an integrated assessment and design process.
- **Inclusive and Participatory Processes.** Public participation is the foundation of good community design. The SDAT involves a wide range of stakeholder viewpoints and uses short feedback loops, resulting in sustainable decision-making that has broad public support and ownership.
- **Objective Technical Expertise.** The SDAT is assembled to include a range of technical experts (planners, architects, economists and others) from across the country. Team members do not accept payment for services in an SDAT. They serve in a volunteer capacity on behalf of the AIA and the partner community. In addition, Team members are required to refrain from accepting business in a partner community for two years after an SDAT program. As a result, the SDAT has enhanced credibility with local stakeholders and can provide unencumbered technical advice.
- **Low Cost.** By employing the SDAT approach, communities are able to take advantage of leveraged resources for their planning efforts. The AIA contributes up to \$15,000 in financial assistance for each project (most projects require between \$20,000–30,000 total). Therefore, communities are able to take advantage of a partnership in order to engage in intensive planning. In addition, the SDAT members volunteer their labor and expertise, allowing communities to gain access to technical expertise that would normally be cost prohibitive. Finally, the SDAT process employs a compressed schedule and the

application of innovative public participation techniques to leverage resources effectively and produce timely results.

- **Results.** The SDAT combines multidisciplinary expertise with highly interactive, participatory public involvement processes to condense normal planning tasks (which typically take months) into a three-day period. The intense process and compressed schedule allows a community to capitalize on SDAT information quickly and build momentum for implementation of its plan. The SDAT includes the delivery of a formal report and recommendations as well as a follow up assessment.

Communities that have participated in the SDAT program include the following:

Alexandria Township, N.J.

Oklahoma City

Northampton, Mass.

Pittsfield, Mass.

Forest City, N.C.

Cache Valley, Utah

Reno-Tahoe-Carson Region, Nev.

New Orleans

Longview, Wash.

Guemes Island, Wash.

Syracuse, N.Y.

Northeast Michigan

Lawrence, Kans.

Hagerstown, Md.

Tucson

Englishtown, N.J.

Dubuque, Iowa

Culver City, Calif.

Central City, La.

Albany

For more information about the SDAT program or the Center for Communities by Design, go to www.aia.org/about/initiatives/AIAS075265

The Boyer Report: Building Community Through Education

Contributed by AIA Communications and Knowledge Resources Staff

Reprinted from the Best Practices Database.

Associate members face similar challenges as they further their professional development and represent another valuable source of shared experiences that would benefit the membership. To inspire those who have lived these experiences and capture those ideas in print, the nacq is pleased to present in each quarterly issue one publication drawn from the Best Practices archives. For more information regarding submission criteria contact bestpractices@aia.org.

ARCHITECTURE IN DAILY LIFE

“Never in history have the talents, skills, broad vision and ideals of the architecture profession been more urgently needed,” according to the nation’s foremost authority on education, the Carnegie Foundation for the Advancement of Teaching.

“Name any significant environmental, social, political or economic challenge facing the nation, and lurking in the background, hardly noticed and rarely discussed, is the arcane matter of architecture,” says Lee D. Mitgang, coauthor of a Carnegie Foundation study that culminated with the publication of *Building Community: A New Future for Architecture Education and Practice*.

First published in 1996, *Building Community* is commonly referred to as “the Boyer Report,” in memory of coauthor Ernest L. Boyer, late president of the Carnegie Foundation, who died before the report’s publication. The report offers a blueprint for improving the nation’s built environment by proposing changes in the education of architects and the public.

CHALLENGES AND OPPORTUNITIES

The study is concerned with the challenges and opportunities of architecture education and practice in the United States, calling for renewed focus on the public benefits of architecture—the creation and preservation of wholesome neighborhoods, safe streets, productive workplaces, a clean environment, and cohesive communities. But the report is not written solely for architects and educators. *Building Community* is for anyone who is concerned about “whether beauty still has a place in American society; whether U.S. cities will be centers of civilization or decay; and whether American children will inherit a wholesome physical environment that promotes health and prosperity.” While the authors found much to celebrate in the way architects are educated, they also found a lack of understanding between architects and the public. This lack of understanding is the result of several factors:

- The profession’s failure to understand and respond to the core concerns of American families, businesses, schools, communities, and society.

- The tendency of architecture schools to focus on credentials at the expense of preparing architects for their larger public-service role.
- The general failure of American schools and colleges to make knowledge of architecture and design an essential part of liberal education for all students.

ARCHITECTS IN SERVICE TO THE NATION

Throughout the study, the authors argue for an increased presence of architects in daily American life to meet the challenges confronting families, neighborhoods, and society. At the core of the profession is public trust, say the authors. If architects and those who educate them drift too far from this trust, they risk earning the contempt—or, even worse, indifference—of the public. “The knowledge and talents of architects could contribute vitally to rebuilding our sense of community, yet we are concerned that the voices of architects are not being heard often enough, either in public policy circles or on college campuses,” says Mitgang.

“In the case of architecture education it isn’t enough for [graduating] students to [be] able to create beauty,” he continues. “They should leave school prepared for more than simply competent, profitable practice. They should be prepared for the broader professional mission of promoting the value of beauty in society, for connecting buildings to human needs and happiness, and for creating healthier, more environmentally sustainable architecture that respects precious resources.” In short, the authors call for architects to prepare for lives and careers of greater civic engagement.

A NATION OF ARCHITECTURAL ILLITERATES?

The study also considers the risk of a public that lacks a basic understanding of architecture. From grade school through college, state the authors, knowledge of architecture should be an essential part of liberal education for all.

“Most youngsters will be lifetime users of buildings, and beholders and inhabitants of the built environment,” write Mitgang and Boyer. “But, like the rest of the public, most spend their school days and indeed their lives seldom if ever considering the permanent and profound impact architecture has on their own personal health, productivity, and happiness, and on community life. In short, too many Americans will spend their lives as architectural illiterates.”

The problem is exacerbated in institutions of higher learning, where architecture schools, ironically, are often physically and socially isolated from the larger college or university in which they are located. Architecture students and faculty have few opportunities to interact with their counterparts in other disciplines or to participate in the social and cultural mainstream of university life.

“There are architecture students and there are university students,” the report succinctly notes. “Schools of architecture can no longer afford to be strangers in their own settings; they could reach out to students in other disciplines. Making connections between architecture and other fields to strengthen communities

must begin on the campus itself.” And as is the case at most elementary and secondary schools, “at hardly any university is knowledge of architecture considered a basic element of the liberal education of all students, whatever their future plans,” the authors found.

On a hopeful note, the report points to the education practices of a number of architecture schools as models of excellent teaching and learning for collegiate and professional education of all kinds. The authors note that the design studio tradition—with its close engagement of students and teachers, and where discovery, application, and integration of knowledge are creatively pursued—can be a model for many other academic disciplines, as well as for elementary and secondary education. “Architecture education at its best,” say the authors, “is a model that holds valuable insights and lessons for all education.”

FOR MORE INFORMATION

Originally published in 1996, *Building Community: A New Future for Architecture Education and Practice* was reprinted in 2002. See also “Participating in Architecture Education,” by Eugene Kremer, FAIA, *The Architect’s Handbook of Professional Practice*, 13th edition, chapter 7, page 177.

Both books can be ordered from the AIA Store.

Examples of Community Service Organizations

American Association of Retired Persons
American Cancer Society
American Red Cross (local chapters nationwide)
American Society for the Prevention of Cruelty to Animals (local chapters)
American Youth Soccer Organization (local chapters nationwide)
Architects Without Borders
Arts Council of Adams County (PA)
Arts to Grow (Jersey City, NJ)
The Boy Scouts of America (local councils and troops)
Boys and Girls Clubs, Inc. (local clubs)
Camp Shiloh (Woodridge, NY)
CANSTRUCTION® (100 competitions nationwide)
Center for Creative Nonviolence (Washington, DC)
City Harvest (New York City)
Disability Resource Center of Southwest Michigan
Focus: HOPE (Detroit)
Girl Scouts of the U.S.A. (local councils and troops)
Governing boards of colleges and universities
Governing boards of faith communities (e.g., church vestry or synagogue board of directors)
Habitat for Humanity International
Hope Alliances (Round Rock, TX)
Hyde Park Art Center (Chicago)
Iowa Citizens for Community Improvement (Des Moines, IA)
Public Citizen (Washington, DC)
Public Interest Research Groups (state-based organizations, federated as U.S. PIRG)
Reins of Life, Therapeutic Horseback Riding of Michiana (Indiana)
Rotary International Inc. (local clubs)
Southwestern Virginia Second Harvest Food Bank (Roanoke, VA)
United States Tennis Association
Volunteer Center of Person County Inc. (NC)
Whitman-Walker Clinic (Washington, DC)
YMCA/YWCA (local chapters)

Association for Community Design (ACD) Listing of Community Design Studios

CALIFORNIA

Asian Neighborhood Design

Est. 1973
1021 Mission Street
San Francisco, CA 94103
Phone: 415-575-0423
Fax: 415-575-0424
Email: info@andnet.org
URL: <http://www.andnet.org>

Cityworks Los Angeles

Est. 2002
Los Angeles, CA
URL: <http://www.cityworkslosangeles.org>

Community Design Center

Est. 1967
1705 Ocean Avenue
San Francisco, CA 94112
Phone: 415-586-1235
Fax: 415-586-0935
Email: hn3782@earthlink.net

Designmatters @ Art Center

Est. 2001
Art Center College of Design
1700 Lida Street
Pasadena, CA 91103
Phone: 626-396-2418
URL: <http://www2.artcenter.edu/designmatters>

Eco Surfaces Mfg. LLC

Est. 2005
1435 South Lyon Street
Santa Ana, CA 92656
Phone: 949-246-4177
Fax: 714-439-1001
Email: johncollins@ecosurfacesmfg.com
URL: www.ecosurfacesmfg.com

Project FROG

Est. 2005
The Embarcadero
Pier 9, Suite 111
San Francisco, CA 94111
Phone: 415-288 3387
Fax: 415-288 3383
Email: hess@projectfrog.com
URL: www.ProjectFROG.com

Public Architecture

Est. 2002
1211 Folsom Street, 4th Floor
San Francisco, CA 94103
Phone: 415-861-8200
Fax: 415-431-9695
Email: info@publicarchitecture.org
URL: <http://www.publicarchitecture.org>

Urban Ecology

Est. 1975
414 13th Street
Suite 500
Oakland, CA 94612
Phone: 510-251-6330
Fax: 510-251-2117
Email: urbanecology@urbanecology.org
URL: <http://www.urbanecology.org>

COLORADO

RK-TECTS

Est. 2005
2890 Brighton Blvd. Unit 443
Denver, CO 80216
Phone: 303-293-3076
Email: public@rk-tects.com
URL: <http://www.rk-tects.com>

CONNECTICUT

Citizens for Deep River Center

Est. 2005
PO BOX 984
DEEP RIVER, CT 06417
Phone: 860-526-2232
Email: KDESIGN@SNET.NET

Dorgan Architecture and Planning

Est. 1988
10 Eastwood Road
Storrs, CT 06268
Phone: 860-487-6740
Email: info@kdorgan.net

WASHINGTON, D.C.

CUAdc—The Catholic University of America Design Collaborative

Est. 2005
The Catholic University of America
School of Architecture and Planning
Washington, DC 20064
Phone: 202-319-5755
Email: jelen@cua.edu

GEORGIA

Center for Community Design and Preservation

Est. 1997
325 South Lumpkin Street
Founders Garden House—Univ. of GA
Athens, GA 30602-1861
Phone: 706-542-4731
Fax: 706-538-0320
Email: pcassity@uga.edu
URL: www.sed.uga.edu/pso

Community Housing Resource Center

Est. 1994
659 Auburn Avenue, NE Studio 153
Atlanta, GA 30312
Phone: 404-658-1322
Email: info@chratlanta.org
URL: http://www.chratlanta.org

The Community Design Center of Atlanta Inc.

Est. 1974
1083 Austin Avenue
Atlanta, GA 30307
Phone: 404-523-6966
Fax: 404-523-0741
Email: cdcatlan@bellsouth.net

ILLINOIS

Archeworks

Est. 1994
625 N. Kingsbury
Chicago, IL 60610
Phone: 312-867-7254
Fax: 312-867-7260
Email: info@archeworks.org
URL: www.archeworks.org

City Design Center at the University of Illinois at Chicago

Est. 1995
820 W. Jackson Blvd, Suite 330
Chicago, IL 60607
Phone: 312-996-4717
Fax: 312-996-2076
Email: cdesignc@uic.edu
URL: http://www.uic.edu/aa/cdc

INDIANA

Ball State College of Architecture and Planning Community Based Projects (CBP) Program

Est. 1969

Muncie Urban Design Studio

Est. 1980
(Both at) AB 508 Ball State University
Muncie, IN 47306
Phone: 765-285-1350
Email: cap@bsu.edu
URL: www.bsu.edu/cap

Indianapolis Center

Est. 2001
50 S Meridian St
Suite 302
Indianapolis, IN 46204
Phone: 317-822-6167
Email: capic@bsu.edu
URL: www.bsu.edu/capic

