Members on the Move

by AIA Colorado Staff

Jimmy Sanchez replaces Matt Kral as Boulder Associates' Office Assistant. Jimmy has a diversity of experience including previous administrative roles and logistical support. In his current role as Boulder Associates' Boulder office Coordinator and is implementing a new management database for the 42-person office, specifically communications, marketing and logistical support.

Stacy Sturtevant joins Boulder Associates as the Office Coordinator in its Sacramento office. Stacy brings over nine years of administrative experience to BA. Her duties include managing communication, supplies and schedules within the nine-person Sacramento office, in addition to providing administrative support to seven architects.

DuBois Architects, RC. Klip Colussy Jenks (Kin) DuBois of DTJ DESIGN, and Environmental Design (LEED) has announced that Principal Gregory J. Martin's, Straight Up

C onnel (Kin) DuBois of Klip Colussy Jenks DuBois Architects, P.C. has been asked by NCARB 2003-2004 president Robert Boynton, FAIA, to chair the BEA (Broadly Experienced Architect) Committee for the year beginning in July 2003. The committee evaluates candidates for certification who must demonstrate, through a rigorous process of dossier preparation and a formal interview, equivalency in learning from experience to address deficiencies in education. Kin has been named by outgoing NCARB president C. Robert Campbell, FAIA, to a second four year term on the pool for team members for NAAB accreditation visits for architectural degree programs.

M+O+A ARCHITECTURAL PARTNERSHIP

has announced that Principal Gregory J. Markling, PCS, AIA, CCS, CCCA is now a LEED™ Accredited Professional, as designated by the U.S. Green Building Council through its Leadership in Energy and Environmental Design (LEED) program. This accreditation enhances M+O+A’s ability to offer LEED compliance consultation services on sustainable design projects.

In addition to this LEED™ accreditation, Greg is a Fellow of the Construction Specifications Institute, a Certified Construction Specifier, and Certified Construction Contract Administrator.

Boulder firm, DTJ DESIGN, Inc., was recently honored in San Francisco at the Pacific Coast Builders Conference (PCBC) Western Building Show with one Gold Nugget Grand Award and two Merit Awards.

DTJ’s design of the Xilinx Corporate Campus in Longmont, CO, received a

Grand Award in the Best Office/Professional Building category (60,000 Sq. Ft. & Over). The first completed phase of the campus includes a 127,000 square-foot office building and a 5,000 square-foot conference center.

Eagle View Reserve, an adaptive reuse of a Toluca Lake Bed & Breakfast was recognized with a Merit Award in the Best Renovated, Restored Project category. Also recognized with a Merit Award was the Ironwood Model (Best Single Family Detached Home, 2,000 SF & Over) at Palmito in La Quinta, California.

The oldest and largest program of its kind, Gold Nuggets honor creative achievements in architectural design and land use planning for residential, commercial and industrial projects. Entries come from 14 Western states and all countries bordering the Pacific Ocean. Gold Nugget winners share one common denominator: excellence and innovation in addressing complex design/build issues. PCBC and BUILDER, a national magazine of the housing industry, sponsor the competition.

Jimmy Sanchez to its administrative staff.

Stacy Sturtevant joins Boulder Associates as the Office Coordinator in its Sacramento office. Stacy brings over nine years of administrative experience to BA. Her duties include managing communication, supplies and schedules within the nine-person Sacramento office. In addition to providing administrative support to seven architects.

Finally, Matt Kral, former Office Assistant, was promoted to Database Coordinator and is implementing a new office-wide, customer-relationship management database for the 19-year-old firm. Matt is a 2001 graduate of Southwest Texas State University and has been with Boulder Associates over a year.

At its annual Young Architect’s Award Gala held April 11, 2003, the Colorado chapter of the American Institute of Architects recognized local designer of Humphries Poll Architects, Adam Ambro, with a Student Portfolio Award for his compilation of work. The AIA’s Student Portfolio Award recognizes current students or interns who graduated from an architecture school within the last two years and who are currently living and/or working within the state of Colorado.

Ambro’s portfolio was selected over 12 other entries and included designs he completed while enrolled at the University of Colorado at Denver’s Master’s in Architecture program; projects he has worked on while employed at Humphries Poll Architects; and paintings he has done during his free time. Six architects from around the state served as judges and selected Ambro’s portfolio.

(continued on page 17)
Patricia O'Leary, AIA, has served as Dean of the College of Architecture and Planning for the past eight years. Last fall, she announced that this summer she is going to step down from her post as dean and return to the faculty to pursue her love of teaching and research. A search for a new dean is in process.

Her time as Dean has been a welcomed challenge, and with the help of the faculty, staff, students, our advisory board and external contributors they have helped to forge a new path for this College, one with a promising future and strong foundation. As her departure nears, an extension of thanks is due for the alumni, friends of the College, faculty, staff and students for their contributions to the College and the community at large. Patricia is proud of all the accomplishments during her eight years as dean, not the least of which are, the reorganization of the College, the Capital Facilities Fund. Patricia is particularly proud of the professional community involvement that she has fostered. She has served on the American Institute of Architects, Colorado chapter for the past eight years as the University representative.

Under Patricia's leadership, the College has seen an increase in both graduate and undergraduate student numbers; the Masters in Architecture, Urban and Regional Planning and Landscape Architecture were reaccredited; Landscape Architecture was given departmental status because of its size and research accomplishments; the College had its first graduates of the PhD program, the program now has 36 students enrolled; a Geographic Information Systems (GIS) Lab was established; and she has overseen extensive remodeling of the graduate and undergraduate facilities. Currently, Patricia is spearheading the remodeling of our lecture hall and main classroom. Furthermore, two certificate programs in Historic Preservation and Design-Build were established. She initiated a marketing plan, which includes, the newsletter, Vigor, the website and a series of posters to illustrate all the programs and certificates that are offered here of the College. Since 1995, when Patricia became dean, the alumni's giving through the Annual Campaign has increased 300%, which directly benefit to our students through scholarships, lectures and equipment upgrades.

Patricia would like to convey her heartfelt thanks to every individual that has helped with the advancement of the College.
NL Design received a 2003 Charter Award from the Congress for the New Urbanism (CNU) for the 15th & Pearl Parking Structure in Boulder, Colorado. The $11.2 million, 260,000 s.f. mixed-use facility was honored as one of this year’s best examples of New Urbanism, a pedestrian-friendly structure that promotes a walkable, mixed-use neighborhood. The project was completed in association with Denver-based firm Shears & Leese, now Shears-Adkins Architects.

Back in April 2003, jurors deliberated for two full days on the 169 international entries from over 100 firms and selected only 15 projects. Jurors held the projects up to high standards, ensuring that the winners would fulfill and represent the best examples in New Urbanism. The Charter recognizes architectural excellence as an important element of urban places.

In 1997, the Boulder Central Area General Improvement District voted to finance a new parking structure at 15th and Pearl Streets, at the end of the popular Pearl Street Mall. Facing the challenge of building a structure in close proximity to the historic storefronts along Pearl Street, the design team created a garage facility that was integrated with the retail and office facades facing public streets.

With the increasing popularity of retail and office space in downtown Boulder, Colorado, parking used to be increasingly difficult to supply. In addition, property owners living there were frustrated by downtown visitors who used neighborhood streets for parking.

The 15th & Pearl Parking Structure features 7,500 s.f. of retail on the first floor and 7,500 s.f. of City office space on the second floor with a post-tensioned concrete garage that holds approximately 700 cars on eight levels, two below grade. In addition, the structure incorporates highly detailed brick work, a garage featuring open stair towers and a glass-enclosed elevator, fitting contextually and welcoming downtown visitors with convenient parking.

The Charter Award event was held during a special awards luncheon at the Eleventh Congress for the New Urbanism in Washington, D.C. This is the sixth award that the RNL/Shears team has received for the 15th & Pearl Parking Structure, including the prestigious 2001 Award of Excellence from the International Parking Institute.

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Creating Customers for Life
Building Blocks - 
Evolution of one Colorado Architect

By Cabell Childress, FAIA, PhD

I would spend three years as a Destroyer Engineering Officer. Damage control and propulsion would be the primary duties of my men... the Atlantic, Caribbean, Med., and Persian Gulf our theatres... St. Peters, Canterbury, the Parthenon... Resplend. Roaming shipyards, my hobby.

Fifth Year
Pen and I left Norfolk for CU with our two baby boys. I would spend the year with 8 classrooms under the tutelage of Victor Homblein and Bill Muchow.

The GI Bill, USNR, waiver of out of state tuition, clearing the UMC game room and Pen's work at Boulder Community Hospital paid the bills.

Colorado's land and its building materials became the focus of the year.

Internship
Peas. Johnson took me from my dad's 94 surveyor's pencil to readable 2h architects smudge.

We moved to Park Hill. Son John and daughter Penny came. Pen, Cab, Jim, Lee, Penny, and John would march into St. Thomas Church... St. Thomas would introduce us to Denver... Park Hill Action Committee... Denver Mayor's citizen's budget committee.

Langhart and McGuire taught me estimating, materials research and contract documents.

Architect
Autumn 1961 I was licensed. December 1961 Bill Muchow asked if I would like to be Project Architect of CU's Engineering Sciences Building... YES!!!!

Bill was simply the best Architect within 1000 miles... the 14 person firm - a joy of talent.

Practice
4 March 1966 I walked the seventy-five feet from our house to my studio to begin private practice. No longer would I be sheltered from the world. Operating expenses, work flow, accuracy, product all became my responsibility.

I relished the wind in my face... architecture was now limited only by my ability.

As architecture depends on materials and workmanship, practice depends on human relations... to get a commission... to staff it... to engineer and build. 125 Architects, secretaries, interns, students, artists, and interior designers staffed the office... 1 to 12 or a time during its 28 years. They were purposely selected for their diversity of background... to obtain a rounded view of our work. Our approach to architecture matured thru them.

We had 6 Denver offices (plus job site design offices at UNC, CUC, CCSDS?, EAGLE). Each was colorful, a bit rough, full of objects, drawings, and models. Each expressed our office at the time. They were from 100 square feet to 3400. All but one were in buildings built before 1920. We did much of the work ourselves... they each housed many a delightful hour. One friend said "Alice in Wonderland".

Our products were a methodical and careful understanding of the owners need and the site... checklist, program, design evolution with staff, owner, consultants, subs, suppliers, peers, and a builder... sketches, code review, models, detailed estimate, drawings, and outline specs. Our construction documents developed from conversations with the trades people to do the work. During construction, the superintendent had us 24/7 but not in the way.

Our 700 commissions ranged from the selection of a screen door color for Warren Fols to the design of DU's Ritchie Center. As our process was based on specific human need, we were not good at empty buildings. Our modernism peaked in 1972-1973 with Gary's Inverness Headquarters... a sod roofed, poured in place concrete building. In the mid seventies we came to the belief that neighborhood was more important to Colorado than style.

After accepting the designs for Pioneer Plaza and The Ritchie (continues on page 21)
The role of the architect needs to be considered. It is likely that 10% of the student will become designers in the traditional sense, and only about 25% will be practicing in the traditional architectural or AE practices. The other 75% will be working in jobs ranging from government service, working in industry as a product vendor, in construction, as a construction manager or design builder, as an educator, writer, or elected official.

The lawyers learned a century ago that the power of law was pervasive. It is no coincidence that lawyers are everywhere, and that we are a country governed and run by law. What would happen if design were to assume the power that lawyers have? If architecture were to assume leadership roles in our society, in defining how we use our land, and how we govern our people...

Richard Hobbs FAIA, has consulted around the country, and was previously the Fellow in Resident at AIA. He was the featured keynote speaker at the Colorado Design Conference in Aspen. His presentation suggested that architecture was falling into the food chain of leadership because architects were failing to assume the leadership roles that are important in our society. If we are not visible, then we can expect to see the future of the profession as decreasing in importance, with others taking over the leadership roles we in the past have assumed.

We need to develop the architect as a total problem solver, with an educational basis that is founded upon a complete spectrum of disciplines and a different perspective. The architectural student must be proficient in the communication tools of design. The student should be taught leadership skills, and the ability to collaborate. The student should be educated as to how development takes place, in pro forma analysis, and in finance. Finally, the architectural student must be proficient in the political decision making process. We must influence the food chain of products that are more responsive to sustainability and security issues, and we must be proactive in solving the world’s problems through architecture and how we build cities. Architects need to be intelligent thinkers, articulate spokespersons and compelling writers...

What does this mean for developing the architect? The architect should have a thorough education in the liberal arts. A requisite should be the ability to be articulate and to have a mature command of philosophy, psychology, and sociology. The architectural student should enter a program that is focused on problem solving, where defining the problem is as much a part of the curriculum as is the solution to solve it. The answer to developing a well-rounded architect must begin early in the student’s education, with a broader understanding as to how projects are generated, and what it takes to influence change. Opportunities need to be created within the office for young interns to assume leadership roles that teach communication and consensus building and to be encouraged to make a difference through participation and involvement in the community. By increasing the visibility of the architect, the architect will achieve a greater influence and become a respected participant in the building process.
Building Blocks - Culture: Your Firm’s Power Base

By Sandy Blaha, PA

Culture is an invisible organizational structure. It comprises values, mission and the personality and vision of the founders and key leaders. Organizational culture can be defined in many ways. I think of it as the environmental operating system, the personality of the firm, the unspoken behavioral modus operandi.

So how do companies build a culture of success? It starts at the top. Are ideas, creativity and innovative thinking encouraged by all senior leaders and present in the day-to-day work environment? Are your employees committed to providing outstanding customer service? Do they support the firm’s values, purpose and vision? And finally, do they believe in each other enough to work out differences within the team? This latter is often a crucial and missing factor.

Given the right amount of time and attention, every team—whether it is the leadership/management team or a project team—will go through four stages of development. In 1965, researcher Bruce Tuckman identified these stages as forming, storming, norming and performing. Not until you reach the final stage, performing, will a team or firm cash in on its investment of dedication to a common cause.

Leadership teams that have great listening skills, encourage self-examination and self definition, and resolve conflict will provide a necessary model for the continuation of a firm and the performance of its future leaders.

This is a story about Boulder Associates, a company which has built a culture of success and is thriving. It is a firm with vision. Boulder Associates not only tolerates, but encourages the challenge and conflict of ideas. They listen to the conversations that are stirred up. Their leaders remain challenged and vital.

This firm pays attention to nourishing and supporting their culture, which is tangible, promoted, protected and aligned with action. They provide excellent service to their customers. It is this type of firm, one that is able to perpetuate its culture, build next generation leaders and adapt to changes, that will attract the best, and brightest employees and will continue to be the ringers in the industry. It is these firms that will thrive in the future.

Rock-solid commitment. Boulder Associates is a 52 person architectural firm with offices in Boulder, Colo., and Sacramento, Calif. Boulder Associates consistently makes the top 4-5 of financially performing architectural firms in Boulder County if it can be a firm serving the medical industry and senior living. Boulder Associates has a key ingredient for success seen, in my experience, in one in ten firms: leaders who are willing themselves to exhibit the change they want in their firm.

When I met Boulder Associates in 1997, it was a 17 person firm interested in defining and implementing the next phase of development. Boulder Associates knew it had many of the right raw ingredients, but weren’t sure how to put them together to achieve the next level of success. The firm’s leaders couldn’t envision what that next level would look like, but they knew they wanted to develop their next generation of leaders.

Boulder Associates has four partners. They are sincere, non-pretentious, intelligent guys with a sense of humor. The oldest partner is ten years from retirement, followed by a partner 15 years from retirement. The two youngest partners are more than 20 years from retirement. This wide span of ages is a clue to Boulder Associates’ success. The firm embraces and promotes intelligence and leadership throughout the generations.

Each partner acts as principal in charge of projects and occasionally as a senior project manager. In 1997, the partners determined that to accomplish their goals as a firm, they would need to change and adapt, to let go of control and share management and leadership. To accomplish this, the partners moved away from their roles as project management principals. Instead, they became principals in charge and identified other strong project managers. Even though they were reluctant to relinquish project control, they wanted a generation of up and coming leaders and moved aside to let others lead.

The partners at this firm work as hard as everyone else—sometimes even harder. If call their offices on the weekend, I am as likely to get a partner as a staff person. Firm leaders work side by side with their employees, living their value of “giving it your all.” As a result, employees do the same.

Throughout the years I’ve worked with this firm, they never flinch when dealing with the tough issues. Several partner work sessions took place on Saturday mornings in order to achieve alignment within the principal team. The partners determined big picture issues such as qualities and behaviors of future leaders, as well as specific such as how to reward performance. Individual members did not shy away from my observations and coaching about group or individual behavioral challenges. (For more information about ideal leadership behaviors, see the sidebar.) They were, in fact, grateful for the information.

Boulder Associates has catapulted to a higher expression of its former self.

(Continued on next page)
Leadership is present at all levels of the company. Associates lead implementation of strategic directives. In the five years I have known Boulder Associates, the firm has never lost an employee, other than by choice or true personal change such as divorce or re-location. Newly named associates work hard to contribute to the firm’s success. Everyone provides the best to their customers. This is reflected on customer surveys; the firm receives the highest ratings. In my opinion, Boulder Associates has an unstoppable future.

Points to Ponder. Boulder Associates was able to assess their shortcomings and adapt quickly. They are led by sincere and hard working owners. Boulder Associates has a collaborative group of multigenerational partners who serve to inspire and inform. Boulder hires the brightest staff possible, which elevates the level of thinking, progress and innovation. They have modeled themselves on a dynamic vision of the future, which is never business as usual. Each has a sense of humor and rarely loses staff except by choice. Staff belong to this environment and are committed to the work, the firm and each other. Boulder Associates also relies on its own- ers to lead, not manage, and it actively builds its next generation of leaders. This is the your competition!

About the Authors

Sandy Blaha is the president of Blaha Associates Performance Consulting. Sandy works with executive teams, project teams, individuals and companies that want optimal performance. She is an expert on leadership transition issues and coaches executives on leadership of change. She can be reached at 303-260-6480 or at www.blahaassociates.com

Allison Carsell is the publishing director for PSMJ Resources. You can reach Allison at psmj.com
I was Winston Churchill who said that he was able to be the leader of the people of Britain needed and was prepared to handle whatever World War II presented because of everything that had happened in his life. All that had happened before prepared him for what he had to be done from then on. As architects, the combination of our schooling, internship, and examinations is one of the most rigorous of all professions. It should, therefore, prepare us for just about anything we would ever need to know. Right? Some say yes while others feel that there are some things lacking in the schooling of an architect.

Looking back on my education, there were some memorable times. Not knowing what to expect at the University of Colorado's Boulder campus was soon met with reassurances. I was thankful for the well-rounded exposure to all types of topics relating to design. Like many of us, the architectural history courses were some of my favorites, as well as many of my design studios. The spaces that the fourth-year students created, including their desks, soft chairs, and even beds, was the first hint of the time commitment that would be required of students studying architecture. As time went on, I found that time commitments were needed, but the bond that strengthened among those in the Environmental Design College building spoke to the fact that we all valued what we do—so much so that we sacrificed time and sleep to make our solutions and projects the very best they could be.

There were also some uncomfortable learning times. Two hours before one of my first presentations, the rubber cement that I used to attach the many, many pieces of paper glued to a framework of wood for an elaborate sunshade slowly started peeling off. With no time to remedy the problem, I had to grin and bear it. Then there were the many, many times it's a bit anti-climactic, don't you think, when a student spends literally hundreds of hours, many of them continuous without sleep, just to be humiliated in front of your peers. For many, it gave us reasons to be firm and confident about the thought that went into what we used in our designs. To just survive the crits was a huge sense of relief. After several of these, the common bond that started within the college was strengthened, and we would get together to comfort and support those that were particularly injured.

Because of the lack of communication (probably from me not asking enough questions). I chose to use 1/2" wide masonry joints, instead of the more commonly used 3/8" thick joints. Why? Would Graphic Standards choose to show options for joints other than 3/8"? In mean, have you ever used joints other than those that are 3/8" thick? And then there was the time I was asked to pick up several redlines on a project that was just important to a principal in the firm. Not knowing much about how I would take it, the principal bombarded me with the red marks, expecting them to be finished by the end of the day. The next morning the principal came up to me just as I was finishing, shocked that I needed the entire night to finish. This was the first time I really realized the demanding nature of what we have to do if it is to be done well.

And a demanding profession it is. The importance we put on our profession challenges our marriages, our families, and the need to have some outside interests. Come to think of it, I need to develop some more of those outside interests (guilty). Volunteering outside the office, whether it be related to architecture, or not, is important. Yet how do we make the time to volunteer when we already are sacrificing time spent with our spouses and families? It's a challenge. Two such programs offered at area elementary schools is Art Start, an art appreciation program in Douglas County, and Architecture is Elementary, a program supported by the Denver Architectural Foundation and the year's winner of the AIA Denver Community Grant, in Denver schools. Career days in elementary, middle and high schools are another opportunity. The Colorado Chapter of the Associated General Contractors (AGC) takes their Future Leaders program on the road, making presentations in front of career counselors about the construction industry.

One important example of volunteering outside the office is mentoring. Mentoring other students and interns early in their career can be a very healthy and rewarding response to the demands that have been placed on us. It takes the experience and stories that we have to effectively communicate with others new to the profession. The Intern Development Program is one such example. As a supervisor or advisor for the NCARB sponsored program, architects have the chance to influence and guide the future of an intern. Beginning a program within your office is another example. As a project manager or principals in our office there are several topics that we as project managers and principals seem to discuss over and over. When don't interns value the time spent on checking the quality of their work? Why don't interns know the importance of a module on a project that uses masonry? Why does the project manager have to do the code research on every project? How can we share the guidelines of a properly dimensioning floor plan? All of these are examples of in-house, even over lunch, discussions that can be organized.

The AIA Denver Fellows have met two times this year with me to discuss how the Fellows can have an impact on interns. While the discussions during the first meeting were a bit broad, the second discussion focused on ways that the Fellows can communicate to younger architects the importance of topics that are not always emphasized in colleges of architecture or early in the profession. The result was the beginning stages of a program that will hopefully be offered next year to promoting young architects. As an AIA Fellow, sharing case studies and other experiences to young architects would bring topics alive, such as marketing, being a resource for city or state government officials, advocating appropriate fees, supporting ethics in practice, “growing” young architects over time, valuing media relations, and participating in community service. The Professional Practice course at the graduate school of the College of Architecture and Planning is said to be the most popular course among students. Having said this, there is probably no more important topic for students in preparing for the real world of the practice of architecture than the business side. Yes, design and problem solving is what we as architects excel at, but getting the job, and the next job, and the next one after that is even more important.

As a member within the American Institute of Architects, we have the opportunity, some say an obligation, to support our local chapter. In a time when more and more demands are being placed on our careers, obligations at work and home, and anything else that is a demand on our time, rather than being placed on our careers, obligations at work and home, and anything else that is a demand on our time, rather than using this time as an excuse, see involvement in your local AIA chapter as a value. Get involved in a committee, help plan an event (the Annual Awards Gala for this year is scheduled for 10 October), mentor an intern, participate in a sponsored program, or volunteer on a board or committee outside of the profession (a homeowner's association, for example) and share the information that has helped us to become one of the most respected and sought after professions on earth.
G


gues updated the
Board of Directors of
the June meeting on
two separate initiatives currently under
way. One was the Architecture is
Elementary program being implement­
ed in seven elementary schools within
Denver. The second was the Housing
Committee’s report on the Pattern Book and the Architect’s Choice Awards.

• The Architecture is Elementary
program is the year’s recipient of AIA
Denver’s Community Grant. The pro­gram
is gaining speed with 300 students
involved in the program in 2003. There
could be 500 students involved next year.
An eight-week program follows archi­tects and engineers into each school.
Contractors may be added next year.
The year’s program culminated with a
reception at TNL Design, and an exhibit
currently in the lobby of the Park Central
Office Building showcases some of the
student’s work. An individual challenge
grant of $10,000 and the continued
interest of the Denver Architectural
Foundation (DAF) and Tim Thomas will
insure the success of this program. This
program could be the sole focus of the
DAF next year and beyond. There are
another 25 schools that have indicated
interest in the program and schools in
Jefferson County have also asked to be
added to the program.

• The AIA National Convention in San
Diego was a huge success. The theme of
Poetry and Proof highlighted many
elements of the City of Denver’s Quick Wins II. Its goal is to
create guidelines for many of Denver’s
housing types. While much effort still
remains, the Housing Committee will be
contacting others, including Tyler Gibbs,
for their involvement. The Architect's
Choice Awards, co-sponsored by AIA
Denver and the Rocky Mountain News,
will be asking for entries later in June.
Submissions will be reviewed for monthly
awards over the next 12 months. The jury
will be Steve Turner (with the Rocky
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by John C. Hoelscher, AIA - President

The first six months of 2003 have flown by. The South Chapter Board has been very active providing a full slate of programs, including "Hard Hat" tours, lecture series, "LEED" seminars, roofing seminars, code seminars, and even a Mayor's Candidate forum. At our May board meeting, which was attended by a number of non-board members, we heard an overview by the State Government Affairs Committee. Mike Watanuki, AIA and Ken Dubois, AIA encouraged us to become more active on both state and local levels. They reported on the status of legislation at the state level that impacts architects and how we might become involved.

The cross section of members who attended the May board meeting took this opportunity to express their preferences for future programming. A recurring theme was to target interns and newly registered architects to get them engaged in the AIA.

The next six months will prove to be as busy as the first six were. Planning has already started for this year's "Gala and Awards Banquet" (To be held December 12th). This year we will have a new category for judging, the "People's Choice" award. It is our hope to have our new mayor, Lionel Rivera, make the presentation. The design conference in November will be combined with the Western Mountain Regional Conference and should be a great event.

Membership retention in these tough economic times continues to be a major concern. It stresses the importance for our Chapter to provide "Great Value" for our membership dollars. To this end, your input is certainly welcomed to enhance our programming.

I look forward to seeing more of our members take advantage of the activities we have planned in the coming months.

AIA Colorado South
Event Sponsorship Opportunities AIA Colorado North Annual Design Awards Gala

October 17, 2003 – Stanley Hotel - Estes Park. This banquet is the largest gathering of AIA members in northern Colorado in one of our most beautiful settings. It is the time that we party together, dine together, and honor the best work of our profession in this area!

Sponsors are acknowledged in our invitations and signage, as well as personally introduced at the banquet. This is a great networking opportunity as well as a good time to learn more about the state of architecture in Northern Colorado.

Sponsorship Opportunities:
- $250 Silver Sponsor Each sponsor receives two tickets to the banquet.
- $500 Gold Sponsor Each sponsor receives four tickets to the banquet.

Annual Golf Tournament
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You may also just come and play golf with us. Cost for the day is $120 for non-AIA members or $150 for AIA members. There will be two Fort Collins events, and two Boulder area events this year.

Sponsorship is $100 for each event. Register TODAY!

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AIA Colorado West 2003 Design Awards Call for Entries Form has been designed, is currently being printed, and was mailed the end of June to all West Chapter firms and individual members.

Jury Chairperson for this year's Awards is Lawrence W. Speck, FAIA. Mr. Speck is a principal with Page Southerland Page of Austin, Texas. Lawrence was the only Texas architect on the 1990 Architectural Digest list of the 100 foremost architects in the world. He has been described by the Architectural League of New York as one of 40 architects leading a new generation of American Architects. His work has national recognition for its appropriateness to regional character. In the last 10 years alone, he has won six national design awards, eight state awards, a Wood Design Award, and 16 local awards, and has been published in numerous national and international journals. He recently served as the Dean of the School of Architecture, University of Texas at Austin. He was a juror of the 2002 Wood Design Awards.

Because of the vast geographic area covered by the AIA Colorado West Chapter (approximately 38,900 square miles) and the travel distance required to obtain mandatory continuing education credits, the Officers, Directors, and Area Coordinators have organized and scheduled several seminars and workshops throughout the West Slope to facilitate West Chapter members in meeting these requirements. Scheduled events as of this publication are as follows:

- Wildfire Ordinance Seminar in Avon Summer 03 2 hrs. worth 2 HSW credits
- Rooting/Insulation Seminar in Eagle Summer 03 2 hrs. worth 2 HSW credits
- 2003 International Building Code Overview. Location still to be determined. Late September or early October. 8 hrs. worth 7.5 HSW credits
- Advanced Moisture Protection Workshop in Vail. Duration of seminar and number of continuing education credits still to be determined.
- Firewise Seminar in Durango August or September. Duration of seminar and number of continuing education credits still to be determined.
- Legislative Reception is planned for September 12th at 6:00 PM in Glenwood Springs at the historic Hotel Colorado. Topics to be discussed by and/or between the attending Legislators may include: 1) Growth in Western Colorado, 2) State Funding for Construction, 3) Mandatory Education for Architects, and 4) West Slope Environmental Concerns. All West Chapter members are welcome to attend.

AIA Colorado West
By Patrick Heise, AIA - President, AIA Colorado West

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Shem Hughes-Smith
Archichat: Mandatory Continuing Education

By Kin DuBois, AIA

Think about how much the profession has changed since you graduated. Since you completed your internship and passed the Exam? Since last year? Architects are licensed as an acknowledgement that they have demonstrated, through a combination of education, internship, and examination that they have the necessary knowledge and skills to ensure the health, safety, and welfare (HSW) of the public. Yet our practice moves on at a rate faster than our ability to test this knowledge.

Because of the development process necessary to maintain the integrity of the Architectural Registration Exam (ARE), changes in the exam must follow a step-by-step process. As a result, newly identified or evolving knowledge/skills such as sustainable design, mitigation of mold and other environmental factors, or new design responses to regional and climatic conditions may not appear on the ARE until several years after they have been identified. And for those of us who took the exam further into the past than we like to remember, the profession and the challenges we face day-to-day are radically different that what we found when we first received our licenses.

Enter MCE (Mandatory Continuing Education).

Of the 55 jurisdictions that license the practice of architecture (states, territories, and the District of Columbia), 23 now have active requirements for MCE as a condition for license renewal. An additional 14 have enabling legislation in place. This statutory provision doesn’t spell out the specifics but allows the licensing board to define and implement MCE requirements, usually through a rule-making process. Each of the states surrounding Colorado has either active or enabled MCE today. But if you go to the aia.org website and look up the MCE map, you will see Colorado as a white island in a sea of plum (MCE in place) and pumpkin (MCE enabling) states.

The MCE Task Force of the AIA Colorado Government Affairs Committee has been studying the feasibility and desirability of encouraging the Colorado legislature to get our state to join our neighbors in either the purple or pumpkin categories. We’ve nearly completed our research phase, looking at MCE requirements in other jurisdictions, talking to licensing board administrators and board members of selected states, and getting some good background from AIA and NCARB. Now we are in the process of determining the level of support for this effort among the AIA Colorado membership and planning the strategy we should take if support is established. Once we get the go-ahead for the next step, we also look forward to meeting with the Colorado State Board of Examiners of Architects to exchange ideas on this critical subject.

Our research points to a clear pattern: the states with the most successful MCE programs have requirements that are clearly spelled out to practitioners and simple to administer. In case you are not already licensed in another state that has such requirements, here’s how it (usually) works: When you renew your license, you send in a form that lists the courses, seminars, and lectures meeting the criteria that you have completed. If you are an AIA member, the licensing board will accept your CE report. States typically audit a percentage (typically small, to keep administrative costs down) of reports. If you are not audited, that is the last you will hear about until your next license renewal. If you are audited, you will be asked to provide detailed information on how you have met the requirements. If you come up short, or your reported activities are challenged as not meeting the criteria, you will be given a limited amount of time to correct the deficiency or face losing your license. Experience in other states shows that a small percentage of the already small percentage of audited renewal applications are found wanting, and that the majority of these are able to meet the deficiencies within the deadline.

States with MCE requirements will typically recognize compliance if you have already met the requirements in another state. Therefore, if Colorado had MCE in place, it would be easier to meet the requirements of other jurisdictions. Some states require a balance of HSW and non-HSW credits (such as 16-hours HSW over a 2-year period vs. 8-hours). Typically, board requirements are less than AIA CE requirements; if you are an AIA member keeping up with CE, you will already meet the licensing standards.

One thing we will consider strongly is whether to recommend a program that focuses solely on HSW credits. In a challenging legislative environment with a historic bent opposed to continuing education, we may be on more solid footing arguing for requirements that are limited to the reason that architects are licensed in the first place — to protect the health, safety, and welfare of the public.

A significant number of Colorado architects are not AIA members, and any MCE effort will not be successful if it ignores this fact. Fortunately, the number of providers of continuing education programs now goes well beyond the AIA, including other organizations such as NCARB and CLARB (Landscape Architects, if you are keeping score here), a growing number of industry organizations, and even some other licensing boards (NM and FL, for example). More programs are available online, making it much easier for the architect who is remote from urban areas to acquire credits without having to travel over mountain passes to attend some Front Range seminar or lecture.

If the signs point in the direction of MCE for Colorado, we’ll have a lot of work ahead of us. Legislative sponsors will be identified, a preliminary report has to be submitted to the Department of Regulatory Agencies (DORA), and then we’ll begin the task of achieving a bill through the legislature.

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SUMMER 2003
Government Affairs Update

By Michael Wiencek, AIA

The 2003 State Legislative General Session has now ended. The Government Affairs Committee Legislative Subcommittee of Karen Harris, AIA, Lee Hardies, AIA, Ed Kammerer, AIA and David Ungle, AIA reviewed every bill issued by the Legislature, selecting twenty-two for monitoring and action. These bills affected the practice or business of architecture, or the construction industry.

Several of the bills required your participation in lobbying key State senators or representatives. While we were not primarily responsible for the success of these bills, your phone calls to your senators or representatives, your letters, your e-mails contributed to passing the bills into law. Bill 1161, Limitation on Construction Defects, into law. This law will establish a bill of lading for construction services. The Governor signed several key bills into law.

Governor Bill Owens signed House Bill 1161, Limitation on Construction Defects, into law. This law will establish the rules and procedures for lawsuits involving construction defects, eliminating double recovery of attorneys' fees, to $250,000, and essentially eliminate treble damages from being assessed under the Colorado Consumer Protection Act. We have heard that there is a strong effort to overturn this Law via a Referendum ballot issue in November 2004. Thank you to all who contacted your Legislators!

The Government Affairs Committee is investigating Mandatory Continuing Education as a condition of licensure in Colorado and the possibility of forming a Political Action Committee (PAC). Additionally, we are soliciting names of architects in public service, either elected or appointed. If you are such a person, or know someone who is, please contact the Government Affairs Committee of AIA Colorado so that we can acknowledge your achievements.

Mentorship

Mentorship, by definition, is based on two dimensions, wisdom and trust. A mentor is wise and uplifting. They are the one whom another individual shares an uncommon bond of passions, values, ethics, and beliefs. The relationship grows and evolves over time as these energies merge. A mentor is a teacher, advisor, confidant and counselor who offers personal insight, experience and wisdom to another for the purpose of inspiration, self-development and life fulfillment. This information is put forth with patience, compassion and humor and is received in a spirit of trust. In a mentorship, these values are contagious.

A true mentorship is a precious gift for both the mentor and protege. A saying goes; every one should have two mentors: one twenty years your senior and one twenty years your junior. Inspiration flows in both ways in a mentoring relationship and each grows with the experience.

All this said a mentor is not one who is readily apparent. One does not set out to be or have a mentor, however over time a relationship takes on an added dimension and the participants become "kindred spirits". Mentorship tends to one of the more noble roles one can aspire to assume in life. It takes both mentor and protege to new levels of awareness beyond what either felt were possible and adds richness and meaning by tapping the imagination with possibilities.

The College of Architecture and Planning at the University of Colorado offers a unique opportunity to mentor fourth year undergraduate students on the Boulder campus. The students are nominated for academic excellence, leadership, motivation and individual initiative. Based on the student's career aspirations, he or she is paired with a practicing architect for their fourth year. Each mentor team then designs their own program of activities such as shadowing, desk critique, portfolio review and attending professional events. It provides the student with a bridge from school to career and gives the mentor a chance to give back to the profession as well as connect with the College of Architecture and Planning. If you would like further information, please contact Christopher Nims at christnims@earthlink.net.

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Technology in Practice
by Bruce Cousins, AIA

On National Public Radio the other day, it was mentioned that it is the thirtieth anniversary of the personal computer. Boy, did this bring up memories of my computer use since the time and made me think about where I had come from, where I was today and where I will go using digital tools. That same weekend, I got an e-mail from Bill Tracy, AIA who had heard that I was forming a Technology in Practice Committee for the AIA Denver chapter. He pointed out that a Technology in Practice Committee had been formed about twenty years ago. He suggested that I write a brief article about technology today and also, let others who have an interest in the subject know about the committee.

A brief review of the common technology used by architects will set the tone for where we are today. Most of us older guys -50 started with slide rules and 2B eagle pencils, bumwad for design and Kohinoor lead holders and T-Squares and other modest equipment to make straight lines. These were the tools of our profession.

Then around 1970, the invention of microchips made hand held calculators affordable and commercially available. In 1973, Hewlett Packard created the HP 65 calculator that was programmable. The SRP for this was $565.00. Far more expensive than a slide rule, but it was programmable but it did trig functions and other “advanced” calculations. Our brethren the engineers latched on to them because they both could afford these and they had the ability to create time saving programs to achieve some productivity benefit. And so it began, the technology spelt that has taken us to the technology world of today. As just noted, it was our associates the engineers who adapted to the new fangled devices. But, our profession did not see much use for these early tools.

The calculator evolved to the personal computer. In 1977, a couple of kids in a Palo Alto California Garage invented the first mass produced and affordable Personal computer. It was named the Apple Computer. Yes, that's right the IBM was not manufactured until 1981. IBM offered several other high priced computers before 1981, but IBM management could not believe that anyone would want to compute except for a high and Mainframe. The IBM was the first affordable computer to be called the PC or Personal Computer (see http://www.blinkenlights.com/pc.shtml for a good summary of the PC chronology.)

In 1973, most architects still had little use for these new personal computers. At the time, I talked my partners into getting an Apple computer to do word processing and spread sheets using VisiCalc. Most of us could began to recognize the benefits of the personal computer, to create written documents such as specs and proposals and to keep track of our billings, time sheets and office management functions.

As for replacing the tools for drawing, it has only been in the years 1990 to 2000 that architects have been dragged away from their parallel rules, triangles and other hand drafting tools in produced at MIT's Lincoln Laboratory to produce a project called SKETCHPAD, which is considered the first step to CADD industry. CADD systems ran on main frame computers and were used primarily for manufacturing. Only the largest corporations could afford the technology to create drawings using a computer. Skidmore Owings and Merrill created their own in house CADD system to give them a competitive advantage.

The first Computer-Aided Design programs used simple algorithms to display patterns of lines at first in two dimensions, and then in 3-D. Early work in this direction had been produced by Prof. Charles Eastman at Carnegie- mellon.

THE FUTURE OF CADD IS DRAFTING USING CAD SOFTWARE TOOLS.

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Architecture is Elementary

by Bill Tracy, AIA

A Program of the Denver Architectural Foundation

Tim Thomas is a man with a passion for teaching and a fascination for architecture. A teacher for several years in the gifted and talented program at Slavens Elementary School in southeast Denver, Tim has pioneered the "Architecture is Elementary" program of the Denver Architectural Foundation.

Tim guided its expansion this year to seven elementary schools, with demand for programs in 23 more schools next year. Teacher enthusiasm is fueled by the fact that the program is not only a way of teaching children about architecture but also a teaching vehicle integrating the arts and sciences, left and right brain thinking, problem-solving skills and communications abilities.

For the 2003 - 2004 academic year, Tim and the Foundation have set an aggressive expansion goal of setting up programs in five more schools, bringing the total to twelve. Additional volunteers are needed. If you are interested, please contact the Denver Architecture Foundation at 303-575-8565 or DenArchFdn@aol.com.

The Denver Architectural Foundation is a charitable non-profit corporation with the mission of alerting the public to the impact of architecture on their quality of life.

IMAGINE - transformation.

by Jered Minter, Assoc. AIA

The 2003 YAAG-Winners:

Student Portfolio Award:

Adam Ambro

Student Portfolio Award - Merit Award:

Katie Smith

Individual Student or Team Architectural Project:

Anggoro Putro & Hao Lu Genster

Individual Student or Team Architectural Project - Merit Award:

Katarzyna Kubiak-Smulka

Individual / Team Graphic Technology Award:

Anggoro Putro

Architectural Craftsmanship Award:

Troy Tengwall

Artistic Craftsmanship Award:

Chuck Nwaj

Mentoring Firm of the Year Award:

Studio B Architects

Instructor / Mentor of the Year Award - Merit Award:

Lois Brink

AIA Colorado Young Architect of the Year Award:

Cynthia Pougiales, AIA

As co-chair of this year’s YAAG, I would like to thank everyone who participated: those who entered, the jury members, the AIA staff, our many sponsors, everyone who attended and the many volunteers. I would especially like to thank the core group of volunteers without whom this event would not have been possible: Nan and Dove Anderson, Dan Craig, Associate, AIA, Andrea Nicholl, Associate, AIA, Jason Pettigrew, Associate, AIA, Mike Dempsey, Adam Wright, SA, Gina Kelman, Stephanie Ridgway, Associate, AIA, Fred Loi, SA, Brian Young, Associate, AIA, Gina Wilson, Shannon Barich, Anton Schafer, Associate, AIA, Guy Dragon, SA, Sean O’Hara, Dan Kelman, and the AIA Colorado Staff!
Dialogue skills can save big bucks

By Sandy Blaha, PA

As you know, the cost of conflict is high. Consider the following:

- 27% of all non-technical lawsuits filed by clients are triggered by communication issues, 24% are triggered by project team capability (source: DPIC).
- Professionals feel uncomfortable with, and haven't been trained to deliver, straight talk to employees. In either informal or formal performance reviews.
- The average jury award in wrongful termination is $700,000, the average claim paid on sexual harassment case is $38,000.

Crucial Conversations is a dialogue skills training that simultaneously reduces these liabilities and significantly increases your ability to converse with clients and project team members more effectively. What if you could prevent claims and lawsuits? What would your company be like if you improved the effectiveness of your interactions at every level?

How would your organization be different if people routinely

- Own their part in problems and work on improving their own skills, rather than blame others.
- Look for common ground, rather than nit-pick facts or otherwise try to prove others wrong.
- Share what’s on their mind, even when it’s unpopular or contrary to current opinion.
- Are both direct and respectful when they share ideas, leaving room for new ideas or other viewpoints.
- Actively listen and engage, doing their best to hear the complete message.

Your new Crucial Conversations skills will make these behaviors a reality by helping people dramatically improve their relationships and results at work, at home, and everywhere else.

Skillfully managed, Crucial Conversations are what separate the good from the best. They should occur when two or more people have a situation characterized by high stakes, strong emotions, and varied opinions.

Those who master Crucial Conversations learn to first recognize the potential dangers, and then apply a variety of skills that help people stay in honest, candid, dialogue—especially when opinions vary and risks are high. People who are skilled at mastering crucial conversations are able to help teams, clients and organizations improve:

- Productivity
- Teamwork
- Accountability
- Diversity
- Individual influence

Companies such as Lockheed Martin and AT&T have benefited from the training. The class is a rigorous course of work, 16 hours of concepts, viewing of video vignettes demonstrating issues and skill sets, as well as hands on practice. For teams and individuals at home and at work, there is no better training to support success in human communication.

The Seven Principles of Crucial Conversations are:

1. START WITH HEART: How to Define What I Really Want to Happen
2. LEARN TO LOOK: How to See When Safety Is at Risk
3. MAKE IT SAFE: How to Increase Candor While Decreasing Defensiveness
4. MASTER MY STORES: How to Master Emotions That Destroy Dialogue
5. STATE MY PATH: How to Speak Persuasively, Not Abrasively
6. EXPLORE OTHERS’ PATHS: How to Power Up My Listening
7. MOVE TO ACTION: How to Make Decisions and Improve Accountability

Society of Design Awards Dazzles Denver Design Community

Nearly 300 design professionals representing the architectural and design community, industry providers and local design media, gathered Thursday, May 17th at the Donald Seawell Center at the DCPA for the fifth annual Interior Design Awards sponsored by the Colorado Chapter American Society of Interior Designers.

SDA is pleased to announce the results of elections by its Board of Directors at SDA’s annual meeting:

President-Elect: Stacy Rowland, SDA/C (Seattle Chapter)

Vice President: Janet Caprano, SDA/C (Orange County Chapter)

Treasurer: Deborah A. Gill, CPA, SDA/C (Hampton Roads Chapter)

Secretary: Cynthia Walt, SDA (Orlando Chapter)

Sally DiSculio, SDA/C (Denver Chapter), assumed the office of President of SDA. The new officers will serve as members of the SDA Executive Committee.

President Mangano, Executive Director; 8 South 2609, email saa@saadmin.org.

For more information about SDA and its programs, please contact its national headquarters: GSS, Patricia Mangano, Executive Director; 8 South Michigan Avenue, Suite 1000; Chicago, IL 60603, toll free 800-711-8199, 312-346-2609, email saa@saadmin.org.

Visit SDA’s website at www.sdaadmin.org.
The Development of an Architect: an Intern's Perspective (Stuck in the Middle with You)

by Jason Pettigrew, Assoc. AIA, Colorado Associate Director 2003, SLATER/PALL Architects

We are always in transition, and our profession feels it more than most. Our buildings (and our spaces) mark our growth as a society and we as architects are tapped directly into the bloodstream of the world around us. Standing on the threshold of being an architect, while being well-versed in all the skills necessary to create buildings, interns may be even more aware of and involved in these transitions. While developing professionally we are also feeding into this larger profession, and change is both constant and variable. If an architect were a giant leap forward, I believe this year's Young Architects' Awards Gala was one such leap.

April 11 marked the fourth year of this annual event, designed to promote and recognize the youngest generation of the architecture profession in Colorado—our students, interns and practitioners licensed less than ten years. It was the capstone event of Architecture Week, which successfully highlighted architecture both internally and throughout the community. This year the most innovative and inspiring step forward came with the combination of the Young Architects' Awards Gala with the Beaux Arts Ball. The annual event hosted by the American Institute of Architects Students (AIA) at the University of Colorado, chambers of AIA joined forces with AIA Colorado to put on an event capturing the spirit of its theme: IMAGINE transformation. By transforming the space of the Todi Building (also fittingly home to the Architecture Laboratory | Denver), volunteers created an amazing setting for people to gather, view, and honor all of the entries. The evening began with a reception, transitioned into a space for the awards presentation, and finally emerged to an interactive 'Digital Garden' for a celebration and end of the night.

This year's Gala and Ball reached a higher level because of the entire process of collaboration that went into its planning and design: it came from the people involved: the students, interns, and young architects who volunteered their time and believed in the spirit of design, a spirit of creation, paramount to the overall scheme of the event. It was the spirit that celebrated that night, that of architecture's core as well, that is what we learned in school, and what we should continue to learn.

"We normally think of history as one catastrophe after another, followed by war, outgrowths by outgrowth—almost as if history were nothing more than a series of human pain, assembled in sequence. And a lot of times, often enough, and adequate description. But history is also the narratives of grace, the recollections of those blessed and inexplicable moments when someone did something for someone else, saved a life, bestowed a gift, gave something beyond what was required by circumstances.—Thomas Cahill, The Hinges of History"

The may seem like a lofty concept and a stretch of imageration, but that is exactly my point—it is what we should strive for. I believe this year's Young Architects' Awards Gala and Beaux Arts Ball were something of grace, above and beyond what is expected in and around the field of architecture. While it's all about creation, it is not always about buildings, it includes the relationships that we build and a collaborative spirit which we sustain and which sustains us. It gives meaning to what we do. And through opportunities such as this we may get involved, not only to be witness to, but to be part of this collaborative spirit. It is of all we could accomplish if we kept this idea as a guideline and driving force in our profession. Imagine...
Some folks go to oxygen bars, some climb fourteeners but to really get a rush by direct infusion—participate in the AIA Annual Young Architects Gala! Seriously, if you are an older than 10 year licensed architect, its time to be infused by young energy and undiluted design. Straight from the source! (This year’s YAAG/BAB event sported a James Bond theme).

Remember when architecture was fun? Remember when you were excited to get to work each day? If you have forgotten or you missed the YAAG event—listen to this. Dressed to kill. Female architectural students in mylar mini skirts and flowing blonde wigs served up delicious blends of flavors. Shaken not Stirred. Our hosts of the event choreographed a colorful mixed media for tantalizing fun. Staged in a temporary Hollywood set of colliding spaces, we were forced to rub each other’s elbows. Gold Finger. Or should I say gold ‘all-over’ with nothing else on... she, was our desert!

It’s time to reflect. Think about the many architects that have positively influenced you over your internship and early licensure. Similar to good friends, each individual influenced you and your work in one way or another. Your personal script depends on these influences. Four people come to my mind. Each of these individuals has touched at least one young professional.

To Russia with Love. A romantic, the heart and soul of intuitiveness—Cabrall Chidester, FAIA. A number of graduate students literally felt the textures of Venice and drank the beauty of Carlos Scarpa. Nevar Say Oye. Adventures, opportunities and excitement—Nonon Adaline Anderson, AIA. It’s all about taking risks, living and designing on the edge. Moon Baker. Reaching beyond the galaxy of the ordinary, the idealist—Dennis Humphries, AIA. What an instigator! Dennis has grid up a number of projects such as the Denver Architectural Foundation, Denver Walking Tour, and was one of the earlier YAAG engines that kept it going.

The Spy Who Loved Me. Curt Dale. When Curt left, many of us wept for days not knowing exactly why. I know however that it was his compassion for the profession and for just being—a great person. Our time together on AIA boards, his smile and kindness touched us all. I don’t think he knew he had such an effect on so many individuals. He was a great architect but more importantly he knew how to live.

Diamonds Are Forever. Our dear Fellows of the Institute. Who said that the more you are involved and with the greater diversity, the stronger and more brilliant an architect you will become. Eugene Sternberg, FAIA! If you take a look at our local fellowship ring you will find a depth of knowledge and originality unmatched in any profession. What gems we have within our neighborhood communities. Look closely and you will see the clarity for which they sparkle in a variety of volunteer organizations.

As young professionals, look for a special bond of mentors for the unique quality that will inspire and move you. As a seasoned professional, look to young blood that will infuse you. Watch out because later this year YAAG will introduce a new blend of young professionals matched with aged liquid gold. Go for the single source. Martini’s, straight up!

The 2002/3 academic year saw continued success in many of the college’s programs, and it gave birth to new ones as well. A student in the Department of Architecture can take classes ranging from the undergraduate level to doctoral work, and the work can vary in type as well. Phil Gallegos, the new Chair of the Department of Architecture, instituted a new Design-Build Certificate Program in 2002. This new program will host its first studio this summer, and it hopes to award its first certificates within the next year or two.

The inter-college Historic Preservation Certificate Program remains as well. The program gives students in the College of Architecture and Planning a unique opportunity to learn with and from students in the Department of History, as well as many non-traditional students.

One of the most shining examples of success within the university took place in Washington, D.C. at the year’s Solar Decathlon. This contest featured many schools’ proposals for the best solar living environment, but none was better than the University of Colorado’s entry. A team that included undergraduate and graduate students from both the College of Architecture and Planning and the College of Engineering and Applied Sciences designed and built the flat-place entry at the Solar Decathlon, proving that merges between allied fields can create extraordinary results. Juke Herdt, one of the team leaders and a faculty member in the College of Architecture and Planning, is teaching a sustainable design studio this summer.

Another example of allied fields joining in a healthy merger can be seen in the inter-departmental work that continues within the College of Architecture and Planning. Although it seems like common knowledge that all design professions might have similar and unique knowledge that could complement each other, too often this goes overlooked. While separate departments rely only on a small piece of the pie when solving large design problems, there are exceptions to this rule, and the exceptions are becoming more successful as they join in common the rule.

In the spring of 2003, John Prosser led his own interdisciplinary studio that brought a new meaning to the word interdisciplinary. Prosser’s studio featured students from architecture, landscape architecture, and planning, which rounded out the design aspect nicely. The project was an interpretation of design within the classroom, though. As such, Prosser included teaching assistants who had experience with similar projects.

Business Administration students from the Boulder campus, as well as high school honor students from schools in the project’s neighborhoods. In the end, Prosser’s class included students from multiple campuses of the university, local high school students, professionals, members of the neighborhood, as well as other categories that have no names. The project, focusing on the redevelopment of the current Children’s Hospital campus, can be considered an enormous success, in terms of design, feasibility, and inclusiveness. One can hope that there will be more of this type of effort in the future.

Although design schools are charged with inspiring its students, at some point students need to take it upon themselves to fulfill their potential in a very demanding profession. Le Corbusier once said that schools can only open the door, but upon graduation it is the students’ responsibility to pass through it. The perfect culmination of students bending their energy to fulfill their potential as future designers was the Young Architects Awards Gala (YAAG) and Beaux Arts Ball (BAB). This year, rather than host the two events separately, young architects, architectural interns, and architecture students joined forces

(continued on page 22)
one to build an extraordinary public space, a piece of architecture.*

Frank's comment that a "piece of architecture" would be the solution struck me as being an appallingly narrow vision of that point in time. I recalled an old saying: "To a man with a hammer, everything looks like a nail." To anyone following the story of the WTC and its place in the lower Manhattan community, it was obvious that there had to be a process to unify the diverse interests of the many stakeholders, to allow them each to make the spiritual journey toward a solution that addresses all their needs. It was this process that was the need, and the architecture would be merely the enduring result.

Daniel Libeskind apparently understood this, and his ability as a master communicator not only played a large part in earning him the WTC commission but also impressed attendees at the AIA Convention in San Diego. Libeskind's professional toolbox seems to hold more than the traditional architectural design tools - the "hammer" of our profession. "During projects, the word 'communications' becomes synonymous with 'relationship'," reports a 2002 AIA study of client attitudes toward architects, adding that "A good architect-client relationship is the most important factor to clients, who say they are willing to pay more for an architect as long as they have a good relationship with him or her."

In my observation, the architects who practice most successfully have mastered many tools and know when to use each of them. Those who know only one tool (or a few) seem destined to find fulfillment as a specialist in a group of practitioners. The in itself is becoming more necessary as buildings increase in complexity. However, specialization increases the need for collaborative and leadership skills within the design team, also critical tools in the architect's toolbox.

I am ticked to death that the University of Colorado won the Department of Energy's Solar Decathlon competition last fall. Beating out entities from 13 other US universities, their success was built, I believe, largely upon the collaborative efforts between the architects and engineers who contributed to the project. Julie Herdt, who directed the efforts, and was recently honored by the Masons in Boulder as an outstanding educator, will tell you that the collaboration was not always smooth. However, my discussions with several other teams have led me to believe that this architect/engineer collaboration was unique among all the teams and made the critical difference in producing the winning solution for CU. "Teamwork trumps talent!" was a saying I recall from my days at CRS.

As if I don't already have enough knowledge to track, another new discipline made a big splash in San Diego - Neuroscience for Architecture. This Legacy Project of the San Diego Architectural Foundation will be funded by a $100,000 Lathrobe Fellowship from the AIA College of Fellows. The new initiative promises (over the next 10 or 20 years) to provide scientific insight into the impact of built environment on the human mind. The new AIA Journal of Architecture for Spring, 2003 contains more information on this fascinating field of study, and it has suggested to me a new way of addressing another critical issue - our licensure.

In 2006, our licensing statute expires under Colorado's Revised Statute. We must be prepared to re-justify our legislators that licensing of architects is justified by its impact on the health, safety and welfare of the public. Making our environment beautiful doesn't count. We must be able to prove cause and effect between good design and the public's health, safety and welfare. The Neuroscience for Architecture has the potential for helping us do this. It could be the proof of our poetry.

You are probably ahead of me in thinking about the next issue. As we master this wonderful new scientific tool, how do we get it into the hands of practitioners and show them how to use it effectively? Continued learning is the only way I can think of. I believe that Continuing Education is critical to our profession and that the only valid arguments against making it mandatory for all licensed architects are concerns that bureaucracy, which often accompanies statutes like this, will undermine the effectiveness of the learning experience. However, I believe that mandatory continuing education for all architects will expand the market for educational opportunities and create more competition among providers, which will ultimately benefit all architects. For this reason and others, I support mandatory continuing education for architects in Colorado. Please read Kin Dulski's article on this subject in this newsletter, and, if you have an opinion, I urge you to contact Kin Dulski, AIA, Chair of the AIA Colorado Mandatory Continuing Education Task Force.

Finally, some of you may be interested to know that AIA National, at its Board meeting in May, had the first reading of the AIA Public Policies on Education. These policies are currently in a public review stage and are slated to be approved at the September meeting of the Board. Included are policy statements addressing our professional education, continuing education, internship, development, mentoring and lifelong learning. Please contact me at AIA_Co_Pres@mspring.com if you would like to get a copy of these policies. If you have any comments you may contact me or our representative on the National AIA Board, Randy Byers, AIA at nlrbdyers@aol.com.

AIA

Technology in Practice

Melton University, the Building Description System is a library of several hundred thousand architectural elements, which can be assembled and drawn on screen into a complete design concept. As the IBM PC and Apple were becoming more affordable, PC versions of Computer Aided Drafting programs were being developed.

Computer aided design and drafting (CADD) applications created especially for the PC burgeoned in the 80's. In 1982 AutoDesk is founded specifically to produce a CADD program that will run on a PC. Also this year, CARA Version 1 is announced as an add-on product for 3D design, surface modeling and NC programming. In November of '82 the first version of AutoCAD was introduced at the COMDEX trade show in Las Vegas.

In 1984, a Hungarian physicist, Gabor Kajoz, smuggled two Macs into his country. At the time, ownership of personal computers was illegal under Communist rule. Using the Pascal programming language, he and a teenager, Tamas Hajas worked to write a 3D CADD program for the Mac which will be the beginning of Graphisoft Company and the ArchCAD application. Also in the eighties other CADD applications including Micro Station, Cadavance, Artis, MiniCAD, Aimation, Form 2 and Class CADD were being... (continued on the next page)
Building Blocks - Evolution of one Colorado Architect

Center... The University of Denver asked if I would close my practice and move to the University to design the work of its capital campaign.

I found work for each staff member and closed my private practice with a glass of Briklem's... 31 March 1994.

DU

1 April 1994 became University Architect. Mark Rodgers became "The Office of the University Architect".

Dan Steeles is on a quest. I would meet him every ten days for the five years. Each time greater opportunity occurred. We programmed and designed Olbrich, Daniels, and Newman. Alumni and University Hall Renovations. We attended a myriad of details... established contracts and general conditions... selected and worked with architects of record, consultants and builders.

Midway thru my five-year contract the number of players and the complexity of decision making broke the Quaker consensus... compromise appeared. While I consider the final product well beyond my individual ability, shortfalls disturb me at the same time that wonder occurs.

I am still too close to this extraordinary life experience to see it clearly.

Emeritus

April Fool's Day 1999 became University Architect Emeritus... Mark Rodgers became University Architect.

Pan and I took our granddaughter Realeza to France... DU gave me an honorary doctor of humane letters... I wrote Cabel's wondrous voyage.

MS and Parkinson's reached the point that Pen and I gave up driving... let our licenses expire... Buill an addition (good Granny's castle) for Pen.

Today I work in my studio... Kathy Goldwater is my mind gardener and driver... we go to DU twice a week to assist Mark (he designs at DU now - I do not)... I am giving private lessons to two interns at SP for "being positive to the enterprise". I "stand-by" for his CD design review board.

Our son, John helps with Pen and builds design models.

Pan and I feel our lives and careers have been blessed. We are content at 71 in our 57th year together... I suspect cost of care will keep me active... as survival did during practice. Architecture is like that.

In Retrospect

• The AIA was my war horse.
to create a new kind of forum where that needed interaction between the "young" designers can happen of its own accord.

Jared Mirror, last year’s Associate Director for AIA/C, chaired the committee that organized the event, and he enlisted the help of students early on to make the joint venture as collaborative as possible. Organization being the easy part, there were many involved in the process—students and professionals alike—who essentially made the gala and ball possible. Student involvement ranged from fundraising, to the setup of the spaces, to the design and construction of various installations within the space. The event was held at the Taxi Center, which houses Architectural Laboratory Denver (AL|D). AL|D is operated by local design professionals and, as such, it seemed to be a good fit for the event. Still, it is but one of the many spaces at the Taxi Center, which features a relative openness in which committee members were free to design appropriate spaces for all of the night’s events. The YAG/BAB was held on April 11, and it featured a constant “transformation” of one aspect to the next, from one space to another, of student to professional.

To begin the festivities, the AIA/C Architectural Education Foundation awarded its scholarships and grants to excellent students and professionals.

Following were the Gala Awards, which ranged from student and intern submissions to mentors of the year, to the coveted Young Architect of the Year. It is fitting that this year’s Juny gave a most award to Lois Brink, a professor in the Department of Landscape Architecture. She made such a large impact on many students in the College of Architecture and Planning that Bambi Yee’s submission on her behalf included signatures from students across the spectrum of degrees in landscape architecture. The work-in-progress among disciplines in the college was perhaps in the year’s recipient of the Mentor of the Year Award. Keith Loftin has influenced many students through his tenure as a professor. He teaches many classes that cross disciplines, including studios that combine landscape architecture and architecture. His spirit inspires learning designers to pool resources and work as a team to tackle very difficult challenges.

Cynthia Pougica was named the year’s Young Architect of the Year, and she has already committed to co-chairing next year’s YAG committee with Jason Pettigrew—AIA/C Associate Director—at the helm. Adam Wright, SA—the new AIA/D President—will represent the students as the other co-chair, thereby creating a lasting merger among students, interns, and architects.

The 2003 Young Architects Awards Gala was the annual Beaux Arts Ball. This year’s ball featured video installations that were created in part by students from the College of Architecture and Planning. These installations were organized by Hogbutter Productions, and they were displayed throughout the entire space via students’ design-build projects. These projects included food and drink bars, video display centers, and gaming centers, where students could maneuver through a three-dimensional digital environment. The digital garden was created by Hogbutter Productions—featuring images and videos that were, in turn, created by design students from the University of Colorado.

The 2003 Young Architects Awards Gala and Beaux Arts Ball proved to be the culmination of one of the school’s more difficult tasks. The College of Architecture and Planning and the Department of Architecture gave the students financial support for the design-build projects and the video installations, but they trusted the students to put their lessons to the test. When all was said and done, students from all departments of the college and from both the Boulder and the Denver campuses took part in a new kind of merger that exceeded any and all expectations. And while students were taught with interns and young architects, it is safe to say that student involvement was integral to the process.

Some things can be taught in a classroom, but others can only come into fruition through inspiration and energy. The University of Colorado and the College of Architecture and Planning have worked diligently to foster an environment in which many opportunities avail itself. The college continues to invent new ways to empower the students, for inspiration and initiative can only be learned through experience. By creating these mergers between all disciplines as well as other allied groups, the school is managing to teach its students that which cannot be taught in the classroom. The students provide the energy, the school provides the inspiration, and together their potential can be fulfilled.
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