After conducting a monthly staff meeting over lunch a few weeks ago, one of the junior staff came into my office wanting to ask a question with a bit of hesitation...
Well that went fast! I can’t believe it has already been a year since I was installed as Architect’s League President. It has been a year full of great presentations, events and fellowship. Some highlights include:

- Great education presentations on Structural Lumber, Coastal Resiliency, Net Zero performance analysis, St Patrick’s Cathedral Restoration, Dissolving boundaries in Design Education and others.
- Ted Kessler tours to Greenwich Village and Penn Station
- The opening of the Richard Meier Model Museum
- The Golf Outing at Crystal Springs where we raised money for scholarships.

Thank you Ralph Rosenberg, Fay Logan, Kurt Vierheilig and Terry Durden for all of your work to make these programs happen.

We also accomplished two major goals for the year. The first is filing the paperwork for and receiving a full three year accreditation of the Core member services. This is the AIA National program that requires each section to be accountable and document how they provide members with the services that they are due. Successfully completing this process ensures that The Architects League will receive it’s full disbursement of funds. We also supported the young professionals and students in Architecture. We presented 3 great students with $8,000 in scholarships, held a fantastical slate of meetings, educational seminars and tours for you, the members. I hope to see you all at a meeting soon.

All the Best,
Bryan Pennington, AIA
ALNNJ President 2016

Welcome to this 1st Quarter edition of Leagueline and my first letter to you, the members. We can probably all agree that 2016 was at the very least an interesting year. Hopefully 2017 will be just as interesting, and possibly as exciting, but for different reasons. As the incoming President of our Section I will be continuing Bryan Pennington’s focus on Emerging Professionals and how to engage them, educate them, and help them build the future. To that end, Kurt Vierheilig will remain as the Chairperson of the Emerging Professionals Committee and will be working closely with AIA-NJ’s Emerging Professionals Community (EPC). EPC will be hosting events throughout the year as well as encourage everyone’s participation. I will also be working with Terry Durden, our new Membership Chairperson, to reach out to existing members and potential new members to look for ways to keep the Architects League of Northern New Jersey relevant in their practices.

Members are the most important part of the organization. As architects, we all realize that an engaged client leads to a much better outcome. It only follows that an engaged membership leads to a better AIA. After all, the sharing of ideas, a sense of community, and a feeling that your voice matters makes all the difference. If we can foster conversations that help provide events, programs and CEU’s in which the members are interested, we all benefit. I would encourage you to provide comments, participate at monthly meetings, and make suggestions for what you would like to see happening.

In closing, I hope you all enjoy this issue of the Leagueline and I thank you in advance for your continued membership and participation.

All the Best,
Tom Hagerty, AIA
ALNNJ President 2017
In all honesty, I did not expect this. Most of the questions I received from my staff generally are about how to put together a certain detail or code issues. For many architects, myself included, this is only one of many questions throughout our career. From the time we enter architecture school to the day we retire, education has always been a necessity to be a resourceful employee and a competent advisor for our clients. The constant updates of building code, advent in technology, changing environmental, political, and economic concerns all contribute to the need for architects to stay informed. In addition, years of formal education in architecture curriculum, in many cases, did not prepare architects to tackle a myriad of issues such as running a profitable business or managing projects. Essentially, within the lifetime of an architecture career, architects experience three distinct stages of education. In the first stage, we are new graduates with a formal education officially working as junior staff. With roughly three years of experience, we start to take charge of project production from inception to construction documentation. At about ten years into our career, we are now managing multiple projects, and in some cases, become a managing member of a firm. Each progression requires more education either through continual education as required by each state’s governing body or simply school of hard knocks.
The Fledging Architect

Traditionally, architects spend the first few years of their career working in architectural firms. Regardless of the size, project specialties, and location of these firms, new graduates begin to experience the dynamic that takes place on projects that is vastly different than what they experienced in school. Those who interned during school would fare better when it comes to how the architectural office function. Therefore, the Architectural Experience Program (AXP), formerly called the Intern Development Program (IDP), is an important part of a new graduate’s learning experience. It is a structured program developed and administered by the National Council of Architectural Registration Boards (NCARB) designed to allow the aspiring architects taking on responsibilities beyond the basic role of junior draftsperson. While completion of the program is a requirement to gain registration in most jurisdictions, it’s goal is to identify the tasks that are essential for competent practice thus prepare the aspiring architects to practice architecture independently. Beyond AXP, seeking out a mentor in the early stage could enrich the learning experience tremendously. With the right mentor, one will be able to voice concerns in regards to one’s career path or choices that relate to the workplace, and in turn, receive unbiased feedbacks in response to these concerns. Several AIA chapters around the States such as Chicago, Los Angeles, Minneapolis, and San Francisco have developed very strong mentorship program via the Emerging Professional Committee. In New Jersey, the AIA Newark & Suburban Architects Chapter started the MentorshipNOW program which modeled after the San Francisco program. From their website (www.aians.org/mentorshipnow/), “Our goal is to establish an organized mentorship program. Arranged through an online database, the groups will consist of small groups of members in a range of career stages. In addition to the small group mentoring, there will be a series of regular programs with speakers from fields outside of architecture, such as marketing, insurance, legal, accounting, social work, psychology, education and others. We will plan the educational programs and mentorship groups to appeal both to emerging professionals as well as other members.”

Two paths to choose...

...The first one is to go into the marketplace and ask clients to hire you. The second one is to do work so well, and become so highly sought after, that the clients will come to you.

continued on page 6...
At some point after many years of practice, with substantial experience managing projects both in the field and in the office, the transition to upper management becomes a topic for architects who have gained tenure with their firm. As Scott Braley, FAIA points out in the excerpt of his following article, there are steps to be taken by the seasoned architects to make the leap, learning these steps stretch the comfort zone of most architects but for those who put the effort into the transition, the payoff could be surprisingly rewarding.

Making the leap from Project Manager to Principal
By Scott Braley, FAIA, August 1, 2016

A talented project manager was arguably among the best in the firm. Highly regarded for both his talent and accomplishments, he was on a sure path to becoming a principal. One day, two leaders of the firm asked to meet for lunch; one was his informal mentor and hinted that this was an important discussion.

And indeed it was. While the leaders wasted little time in addressing his opportunity to become a principal, the conversation then took an interesting turn. The leaders noted that, with the promotion, his responsibilities would shift more toward bringing work into the firm. A bit surprised, the project manager (PM) said he had helped with proposals and presentations but his real talent was leading teams and delivering excellent projects.

The leaders spoke very candidly, saying the firm could always hire people to “do the work” but the key to future success was bringing work in. In fact, from now on the PM’s main responsibility would be to extend a service line and grow a market sector. The leaders ended lunch with a request: “Give it some thought. We have opportunity.”

Later that day the PM’s mentor stopped by, and his words might as well have been a solid punch to the gut. “Here’s the truth. You either learn to be successful in marketing and business development, or you might as well resign. You’re going no further unless you can bring work into the firm.”

Two paths to choose
In my 20 years of practice experience as well as in consulting work, I have encountered two distinct and effective ways of helping your firm secure work. The first one is to go into the marketplace and ask clients to hire you. The second one is to do work so well, and become so highly sought after, that the clients will come to you.

In our industry, the predominant method is “go out and ask.” And it’s also the relatively easier option. It’s humbling but true that only a few PMs can become so exceptional that clients beat a path to their door with work in hand. However, clients will often quickly open the door to PMs who want to talk about the client’s needs and opportunities.

In 2013, the Society of Marketing Professional Services completed a 15-month primary research and analysis effort focused on how clients will behave, what business development will look like, and how clients will hire AECs in the decade ahead. That effort culminated with AEC Business Development - The Decade Ahead, which painted a vivid picture of what lies ahead. The research addressed inputs across multiple market/client sectors and virtually all types of firms. In one of the most provocative findings, clients said the traditional methods of business development (BD) are on their way out; they’ve shifted tactically, with the majority of buyers of services professing, “I am no longer going to meet with non-technical business developers; I want to talk with PMs and others who will actually deliver the services.”

The message was clear: buyers want to talk with those who know the client, will solve their problems, and make their short- and long-term work easier. One client captured this pivotal change in a seminal statement: “I want the

Steve Jobs of design and construction. Somebody who can tell me, show me, what I need to be more successful.” In virtually all cases, the buyers labeled that person as someone with “a technical background” and often said it was the project manager.

First steps and an action plan
First steps can be scary, but they lead to incredible journeys. So take that step and decide which of the two paths you are going to take to bring work into the firm: ask for it, or attract clients. Don’t forget that a mix of both may be the most comfortable place to start.

Next develop an action plan. Here are a few suggestions to get you started:

• Revisit your career goals: Revisit your career and rethink your plan. Either reconfi gure or change your approach to success.

• Focus on current clients: Concentrate on your current work. Enhance your working relationships, and engage your clients in more and new work. Never let these key relationships fade away.

• Get out, get active: Get into the marketplace, become active with client-centric organizations, be around people who can hire you and your firm. Build a network.

• Polish your skills: Brush up on the skills that enable you to present yourself and your ideas well. Concentrate on communication and business savvy.

• Learn about marketing: Dig into your firm’s marketing and BD plans. Talk with your best “sellers” and learn from their successes.

• Get help: Talk with your colleagues in the marketing/BD group; maybe get a mentor. Look both inside and outside your firm for resources.

• Set goals: Set objectives for yourself. Be aggressive, but make each stage achievable. Identify what works and what doesn’t for you; grow and evolve your role and responsibility.

While “selling” does not need to be the only thing on your mind, you’ll benefit from moving it to a more prominent place in your work ethic and routine. Take heart; if you are now a successful design or construction professional, chances are you have what it takes to be a great seller/doer.

This article appeared on AIA.org.
Scott Braley, FAIA, is principal of Braley Consulting & Training, helping design and construction firms in the areas of strategy, leadership, ownership, marketing, management and project management/delivery. He can be reached at info@braleyconsulting.com or by phone at 404-252-9840 or 9854.
Old Dog New Tricks

After the transition, the education continues for the newly minted executive of the firm. Other executives would surely be the greatest resource in learning what it takes to run the business. Large firms such as Gensler and EYP and NK Architects operate their own “universities” - in-house executive education programs to ascertain executives of the firm will have the tools and knowledges for continual success. However, small firms often do not have the resource to create such in-house program. To bridge this gap, executive MBA programs could be an option as most of these programs are structured for busy professionals who must continue to run a business. However, these programs provide mostly general management education which may be enriching for the individual but not easily applicable to run the firm. While there are many universities now offering Design Management degree that focus management education for design professionals, these programs often require full-time residency while only a few offers part-time or off-campus studies. Although having a mentor is very important the early stage of our career, it maybe just as true even though we are poised to walk toward the proverbial sunset.
**Ted Kessler Walking Tour 10**  
**Penn Station to Hudson Yards**

On a most beautiful Fall Saturday in November, Joe David led a group of architecture fans through the streets of Midtown. With a thick information packet in our hands we began our walk at Herald Square where we discussed the evolution of these century old newspaper and retail buildings. We made our way over to 8th Avenue and the Post Office steps where we sat and discussed the history of Penn Station. Joe clandestinely took us through Penn Station to show us hidden remnants of the old McKim, Mead and White building. The group then made its way south to Chelsea and west to the Hudson River. Along the way we were given information as to the typical housing costs and noted the dichotomy of the city-run housing versus the gentrified surroundings. On West 28th Street we were treated to a view of the Zaha Hadid residential building near completion. And finally, we joined the new northern section of the High Line where we marveled though the Hudson Yards project. The volume of new construction is almost beyond belief and the structural gymnastics being performed to build these towers over the rail yard is fascinating. Thank you Joe!

Anthony Iovino, AIA

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**Leagueline 4Q Photo Winners**

Thank you to all our members who submitted photographs for our L4Q members issue. Special thanks to our Amazon gift card winners:

**A.D. Davis, AIA**  
The new Modern residential tower in Ft. Lee

**Alka Surpur, AIA**  
Chhatrapati Shivaji International Airport in Mumbai, India

**Terry Durden, AIA**  
Scooter in Hamilton, Bermuda
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### ALNNJ 2017 Budget

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Total Income: $180,700.00
Total Expenses: $180,700.00

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Members Meeting, October 27th
On October 27, 2016, John Nastasi, Program Director, Stevens Institute of Technology, presented at Porcelanosa Showroom on Route 17S Paramus. The title of the presentation is The Product-Architecture Lab at Stevens Institute of Technology. Mr. Nastasi discussed the inter-relationships between the professional and educational communities, and how those boundaries are being dissolved. He talked about how the creation of this specialized program overcomes longstanding deficiencies in design education by creating a distinctive fusion of design culture and technology through the disciplines of computation, analysis, and advanced production methodologies. Furthermore, he discussed how this program partners with practicing architecture firms to utilize these new processes and technologies to create architecture as well as presented 3 case studies of projects in various phases of completion.

Members Meeting, Arthur Davis Lecture, Michael Crosbie
Glenpointe Marriott
November 15th
On November 17, 2016 during the annual Arthur Davis Lecture and Spouses Night, Michael J. Crosbie, PH.D.,FAIA presented “What’s An Architecture Critic [To] Do?” at Teaneck Marriott at Glenpointe. Dr. Crosbie discussed the function of architecture criticism and the role of the architecture critic in shaping the built environment. The lecture presented the ways that architecture criticism has evolved for more than a century as well as the new challenges to the profession and the critics due to changes in communication. Dr. Crosbie presented new concepts in architecture criticism that respond to the distribution of critique across the larger body of those who use and interact with architecture every day, be they professionals, clients, or users, essentially broadening the role of the critic - marking a transition in the role of the critic, and the function of architecture criticism.

Also at this member meeting, the annual election was held, during which a bylaws change allowing Associate Members to serve as Treasurer, Secretary, or Vice President passed unanimously.

Lego Night, November 4th
On November 4th ALNNJ members attended the 27th Annual Lego Night sponsored by the Hasbrouck Heights Free Public Library. Joe David, AIA, Steve Zmuda, AIA, and Chris Dougherty, AIA participated in the event as judges. Kids attend and build Lego structures of all kinds. Judges review and choose winners based on a variety of criteria: age group and creativity. This was a terrific opportunity for the Architects League to engage our local community and express the value of architecture through our participation in this event. Thank you to Ruth Bussacco, AIA for once again organizing the team of ALNNJ volunteers and also thank you to all the judges for participating.

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New Members
ALNNJ is pleased to welcome the following New Members:

- Xi Chen, Assoc. AIA
- Abhilash Chisti, Assoc. AIA
- Dayuan Fu, Assoc. AIA
- Gleydin N. Gomez, Int. Assoc. AIA
- Pinar Goybulak, Assoc. AIA
- Mahtew J. McCabe, Assoc. AIA
- Vinicia R. Montegan, Int. Assoc. AIA
- Trevor J. Nye, Assoc. AIA
- David Sepulveda, Assoc. AIA

Member Transfer to ALNNJ:
- Jose Adamses AIA

New Allied Member:
- Greg Kumm, Prosurance/Redeker Group

Looking ahead...

AIA Convention in Orlando
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