

# This Week

## The Handbook Is in the Bookstore

The first copies of *The Architect's Handbook of Professional Practice*, 13th edition, rolled through the AIA Bookstore August 29. Shipping of the hundreds of prepublication purchases is under way already. (The \$50-off special purchase price is still in effect—through the end of September—call 800-242-3837, Option 4.)

The first thing you'll notice about the new edition is that it is one bound publication (and fairly substantial, at over 1,000 pages), a departure from the three-ring-binder format of the last two editions. It still has all the firm-, liability-, and financial-management details (all thoroughly updated) you've come to expect from the Handbook. The extensive explanation of the AIA contract documents are all new as well.

The biggest change you'll find inside, then, is that there are two entirely new sections. Sandwiching the updated material are an opening section on understanding the client and a back section on expanded services every architect should be considering to meet the marketplace today and in the coming years.

### Paradigm shift in thinking

This new issue of the *Handbook*, which has been in publication for 80 years, significantly updates the 12th edition (published in 1994) to address the challenges of rapidly advancing technology, explosive growth of information, an expanding global economy, and intense market competition.

Most significantly, the new edition explains the practice of architecture as a knowledge-based and service-oriented endeavor. Successful firms recognize that clients find value in the wisdom the architect provides, not just the construction documents. To explain the emerging redefinition of client/architect relations, the 13th edition begins with a new section devoted to understanding client motivation, thinking, processes, and values.

Chapters in the 13th edition fall into four sections:

- "Client" explores how clients are motivated, how they think, what they value, and how architects can build stronger relationships with existing and new clients
- "Business," addresses support functions vital to architectural practice

- "Delivery" presents processes that define, obligate, and deliver professional services
- "Services" profiles a range of core and expanded services with which architects can respond to all of a client's facility-related needs, including those beyond the design and creation of physical space.

### New-format text and CD-ROM

Compiled by a team whose collective expertise spans architecture, law, business, firm management, marketing, and consulting, the new Handbook comes accompanied by a CD-ROM that contains reference samples of 75 AIA contract documents.

The new edition includes pointers that lead to related material in the Handbook; reference markers for related resources from the Institute; capsulized information from the AIA Firm Survey, 2000-2002; notes amplifying ideas and sources for further information; and quotations providing insight from noted architects and other luminaries.

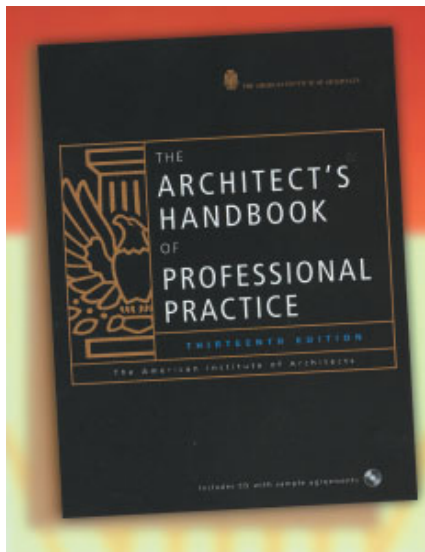
The Handbook targets licensed architects with at least 5 to 10 years in practice. However, interns, architecture students, and professionals who work with architects also find the Handbook invaluable.

## Bookstore Extends Special Handbook Price Offer Until September 30

*Order now, it's \$175 for AIA members. Starting October 1, it's \$250.*

The AIA Bookstore has extended its AIA members-only special prepublication offer for the 13th edition of *The Architect's Handbook of Professional Practice* to September 30. The prepublication special price is \$175. *The Handbook*, which the Bookstore is already shipping, will retail, beginning October 1, for \$250. This price applies only to AIA members, and is available only through the AIA Bookstore.

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### How to get the discount

You can place your order via Mastercard, VISA, or American Express. To order the 13th edition of *The Architect's Handbook of Professional Practice* at the special "prepublication" price of \$175, call the AIA Bookstore on or before September 30, 800-242-3837 (option 4).

To get a brief history of the 13th Handbook edition and the redefinition of the profession, read this introduction from Robin Ellerthorpe, FAIA, who chaired the committee overseeing development of the 13th edition.

### The Redefinition Handbook

Adapted from the Robin Ellerthorpe, FAIA, introduction to the 13th edition of *The Architect's Handbook of Professional Practice*.

In today's business world, architects encounter more demanding clients and face competitors from both within and outside the architecture profession. To help architects deal with these challenges, the 13th edition of the *Architect's Handbook of Professional Practice* departs from the viewpoint of earlier editions. It does so by redefining its audience, its content, and—at times—the fundamental concept of the Handbook itself.

This edition also introduces ideas and concepts that can help architects become proactive leaders in creating a better built environment, even though some of these ideas have not yet become industry standards.

The Institute began its current focus on clients, which underlies the 13th edition, at a watershed event in 1995 called the AIA Summit on Expanding Architectural Services. To be sure, the AIA has a history of assembling client focus groups to address issues such as contracts, advertising, and liability. The summit event, however, permitted a broad level of input from clients such as Quorum Healthcare and the Bank of America. Some of the client participants were emotional in their appreciation for being listened to; others were indignant and insisted that they be understood. They spoke about architects in terms of their needing to:

- Go beyond projects
- Offer a broad range of services
- Develop long-term architect-client relationships
- Consider the facility life cycle
- Emphasize the role of facilitator and integrator.

These client voices created the platform for the Institute's Practice & Prosperity program, which eventually evolved into the Redefinition of the Profession initiative, which, in turn, has

been greatly informed and focused by the AIM (Aligning the Institute for the Millennium) initiative.

### Informed practice tools

The Architect's Handbook has been closely linked to the AIA contract documents from its first publication in 1917. This edition may be even more closely linked because many of the same forces—through interaction among the Documents Committee, PIAs, and Institute realignment programs—that have shaped and are shaping new editions of the AIA contract documents also shaped this Handbook edition. With Document B141-1997, Standard Form of Agreement Between Owner and Architect, for instance, the basic services embodying building design remain. However, a new modular format enables discrete service descriptions to supplement or wholly supplant the basic services. In this approach, the client can better understand the scope and importance of any array of services along with the compensation for providing them. The strategy underlying this client-service approach is thoroughly described in the new Handbook.

### Market readiness and agility

Market readiness is another vital aspect of the new Handbook edition. A combination of economic expansion and more sophisticated clients in most markets has resulted in demand for services that ranged beyond the traditional design-bid-build approach. Thus began a fundamental shift in architecture, one that struck at the strategy of firms as it played out against the building blocks of core competencies, service processes, and the skill sets housed within them. The shift was driven by recognition that building life cycle services required more than traditional architectural, engineering, and interior design skills. Now that we are seeing a slowdown in the economy overall, we can anticipate new facility-related needs as clients look to get every possible value-adding edge up on their competitors. Coupling additional skills with new processes to meet client service requirements as they evolve has become the recognized key for future growth and opportunities.

Taking its cue from visionary business strategists, the *Handbook* is intended to move the profession from an *either/or* mentality—where architects provide a narrow set of services—to a position in which core competencies *and* extended capabilities are combined to deliver a comprehensive array of facility services. In this transformation, architects have the opportunity to provide greater value to their clients and reestablish themselves as leaders and valued partners in the design and construction arena. ■