



The American  
Institute  
of Architects

---

# AIA Year in Review 2016

VALUES + CREDO: WHERE WE STAND

**Now more than ever, the collective voice of architects and design professionals is essential for designing a better future for our country and planet. Even in times of change, AIA's values remain constant.**

**Today our nation faces unprecedented challenges: The impacts of a changing climate on our communities and critical infrastructure that is deteriorating from neglect. We will continue to work to advance our nation's quality of life and protect the public's health, safety and welfare, as we have for 160 years.**

**This is where we stand—today and every day.**

# Letter from Robert Ivy

Confident and collective accomplishment defined AIA in 2016. A hard-fought election challenged it.

Look at 2016. What we accomplished together demonstrated AIA values and is evidence of purpose refocused.

We put the 2015 diversity survey results into action. We established the Commission on Equity in Architecture, a group whose recommendations will drive many of our 2017 activities. In a bold move, the AIA Board added \$1,000,000 to the Architects Foundation’s Diversity Advancement Scholarship. These much-needed funds will accelerate our efforts toward a diverse, equitable, and inclusive profession.

Sustainability remained a top priority. We successfully influenced Congress to preserve energy efficiency targets. We expanded education to reflect the growing importance to practice sustainably, including strengthening the case for signing on to the AIA 2030 Commitment program. We also broadened sustainability’s scope beyond energy conservation to include resilience, the role of design and human health, and materials knowledge.

Architects became better known by the public. Through our public awareness campaign “I Look Up,” more than 80 million people learned more about the important role that architects and architecture play in the lives of everyday citizens.

AIA voiced what architects witness—the great need to reinvest in communities’ public buildings and spaces—our social infrastructure. We convened a national summit calling for expanded spending and provided evidence through a ground-breaking Harris survey on public attitudes—94 percent said maintaining these assets is important to the future of their community. The results reinforce what we know and our important role.

We completely upgraded our digital experience. We discarded our legacy technology platforms and processes and developed a new member website with updated curated content. This is the future-proof digital resource and gathering place you asked for, built for your needs with your input.

We invested to make AIA Contract Documents more accessible and essential. Our most valuable intellectual asset migrated from the desktop to the cloud, with editing features that make it a more powerful 24/7 practice tool.

The promises we made to reposition AIA are being met to help architects and design professionals become better prepared and inspired to envision and create a healthy, vibrant world. There’s more to do—to prepare architecture’s next generation, become a diverse and inclusive profession, and demonstrate bold leadership on issues of consequence.

At the same time, the 2016 election produced strong emotions throughout the nation and the architectural community. In the aftermath, the emotional public response of members demonstrated their passion for the built environment and for the society we serve—to reassert the strongly-held values that underpin our mission and our shared responsibility to serve the greater good.

Our leadership recommitted to be visible and engaged whenever any entity seeks to upend the national priorities that make our communities and economy vibrant and safe.

We’ll continue this work in 2017—together.



Robert Ivy, FAIA  
EVP/Chief Executive Officer

## CONTENTS

### 02 AIA core values

### 03 Letter from Robert Ivy

### 05 Community

- Building community
- Engaging the profession
- Recognizing excellence
- Strengthening connections
- Improving our online community
- Ensuring excellence
- Advancing diversity

### 19 Advocacy

- Championing the profession
- Exploring architecture
- Supporting communities
- Promoting sustainability
- Building a better future
- Providing training

### 33 Knowledge

- Developing talent
- Cultivating leaders
- Developing insights
- Delivering online education
- Offering resources

### 43 Summary

### 44 Financials

### 45 Strategic Partners



SECTION 1

# Community

A BETTER FUTURE

## An F3 tornado tore up Nashville, jumped the Cumberland River, and devastated a struggling East Nashville.

The city partnered with AIA's Design Assistance Program and underwent a profound transformation. That was April, 1998. Today, East Nashville is considered one of the hippest neighborhoods in America and has become a magnet for creative professionals from across the US.

One of many AIA initiatives, the Design Assistance Program partners with communities to help them create a better future. The results have a profound impact on our world and the architecture profession.

Five Points in East Nashville. Photo credit: Kris D'Amico



# Building community

2016 was a watershed year for the AIA community.

For a second year in a row, more architects and design professionals became part of the AIA dynamic network. More impressive, however, are the number of members who joined with AIA peers to acquire new skills, build careers, and address the issues and challenges facing our profession, clients, and communities. It was a breakthrough year of engagement.

Our community came together in new ways and places. For Grassroots 2016, we reworked the Washington-centric formula, choosing to meet in Detroit, a city whose hard-won resurgence is a case study in community leadership and citizen collaboration. Nearly 700 chapter officers and staff connected through panels about how municipalities and

architects work together to make better cities, build more prosperous and safer communities, and prepare for unexpected disaster through resilience.

AIA Convention 2016 was one of our biggest community gatherings. More than 21,000 attended. Keynotes and seminars bristled with energy and ideas about how to improve practice and our world. Our new annual advocacy training boot camp SpeakUp drew attendees from 45 states to Washington, DC to learn how to take our advocacy to the next level.

2016 was historic but we will continue to do more to reach and serve as many of our profession as possible and support the changing needs of our members.



AIA Grassroots 2016 panel discussion. Photo credit: Sal Rodriguez

## AIA SUCCESS BY THE NUMBERS

**90,000**  
record number  
of AIA members

**92.8%**  
membership  
retention rate

**700**  
number of  
chapter officers  
and staff who  
connected at  
Grassroots in  
Detroit, MI.

# Engaging the profession

Efforts to create a more engaging experience with greater impact began in earnest in 2016. Members, national staff, and member volunteers coordinated on strategies to define themes, speakers, and stimulating workshops. When the convention opened in Philadelphia, the scene was set for one of AIA's most successful conferences—164 seminars and nearly 800 exhibitors sprawling over 170,000 square feet of convention center space.

Philadelphia did not disappoint. Keynotes by architects Neri Oxman of MIT and Rem Koolhaas of Office for Metropolitan Architecture energized attendees on a dynamic, in-the-round stage. Both underscored the message that critical thinking combined with commitment are essential for architects addressing the challenges facing clients and communities. Education was most important in 2016—67 percent attended to get ahead of emerging information, and 53 percent wanted to learn from colleagues, 56 percent sought insights on the latest trends. Afterward, attendees called it a must-attend success—94 percent said they'd recommend the convention to colleagues.



Neri Oxman, keynote speaker at AIA Convention 2016. Photo credit: Carl Bower

## AIA SUCCESS BY THE NUMBERS

**21,000**  
convention  
attendees

**33%**  
increase in  
members  
attending AIA  
Convention  
2016

**94%**  
of attendees  
who would  
recommend  
AIA Convention  
to a colleague



# Recognizing excellence

Across 12 months and nearly 30 categories, members, the industry, and media celebrated design excellence. Most notable about recognizing excellence in architecture was our action to formally acknowledge the collaborative nature of practice.

## Gold Medal

The AIA Gold Medal, our highest honor, was awarded for the first time to acclaimed design partners Robert Venturi, FAIA, and Denise Scott Brown, Hon. FAIA. Denise and Bob have spent a lifetime investigating architecture's highest purpose and value, and leading and educating us in the process. Their design solutions, insightful writings, landmark buildings, and the seminal book *Learning from Las Vegas* had, and continue to have, an impact on how generations of architects look at buildings and cities.

## Architecture Firm Award

Seattle's LMN Architects received the 2016 AIA Architecture Firm Award. Founded in 1979, the 145-member firm has been a force in shaping Seattle's civic agenda, and a national model for capturing the spirit of place in design.

## Twenty-five Year Award

EHDD's Monterey Bay Aquarium received the 2016 AIA Twenty-five Year Award for its enduring significance and interactive, innovative design. Twenty-five years later, one juror noted that the Aquarium is "still a brilliant, gritty adaptive reuse, and still at the forefront of interactive museum space."

## COTE Top Ten Award

The COTE Top Ten Award celebrated its 20th year with ten inspiring projects that, as always, integrate great sustainable design with great performance.



Robert Venturi, FAIA, and Denise Scott Brown, Hon. FAIA, collaborators for more than 55 years, embraced popular culture as legitimate context and inspiration for architects designing in the 20<sup>th</sup> century. Their work and example continues to have a positive influence on current generations of architects. Photo credit: Frank Hanswijk



Even as their book *Learning from Las Vegas* challenged the design world, in the mid-1970s, Robert and Denise produced the Peter Brant and Jed Johnson House, in Vail, a timeless and sensitive siting of a ski house among the aspens and evergreens. Photo credit: Steven Izenhour.

## AIA SUCCESS BY THE NUMBERS

**10%**  
increase in  
Honor award  
submissions  
over previous  
year

**600**  
approximate  
number of  
submissions  
for AIA Awards  
including  
Architecture,  
Interior, Regional  
& Urban, and  
Twenty-five  
Year Award



# Strengthening connections

Knowledge Communities flourished. More than 38,000 members were active in one or more of the 21 communities. In 2016, their content and member-expert insights on issues affecting the public generated strong media engagement, accounting for 15 percent of all AIA media coverage in 2016.

Knowledge Communities created valuable resources on topics such as *Construction Contract Administration's 10 Best Practices for 2016*, or running a practice through the Small Firm Exchange app called AIA Kinetic, available free on the App Store and Google Play. These and other contributions to the profession's body of knowledge were developed by and for AIA members.

The Committee on the Environment (COTE) expanded the profession's understanding of sustainable design, analyzing 19 years of recipients of its respected awards program, the COTE Top Ten. *Lessons from the Leading Edge* charts the innovative to mainstream evolution of sustainable design. And Knowledge Communities awards—Healthcare, Small Projects, Housing, and others—provided striking examples of design excellence that attracted mainstream and trade media coverage from *Fast Company* to *The Huffington Post*, helping drive awareness of the contributions of architects and architecture.

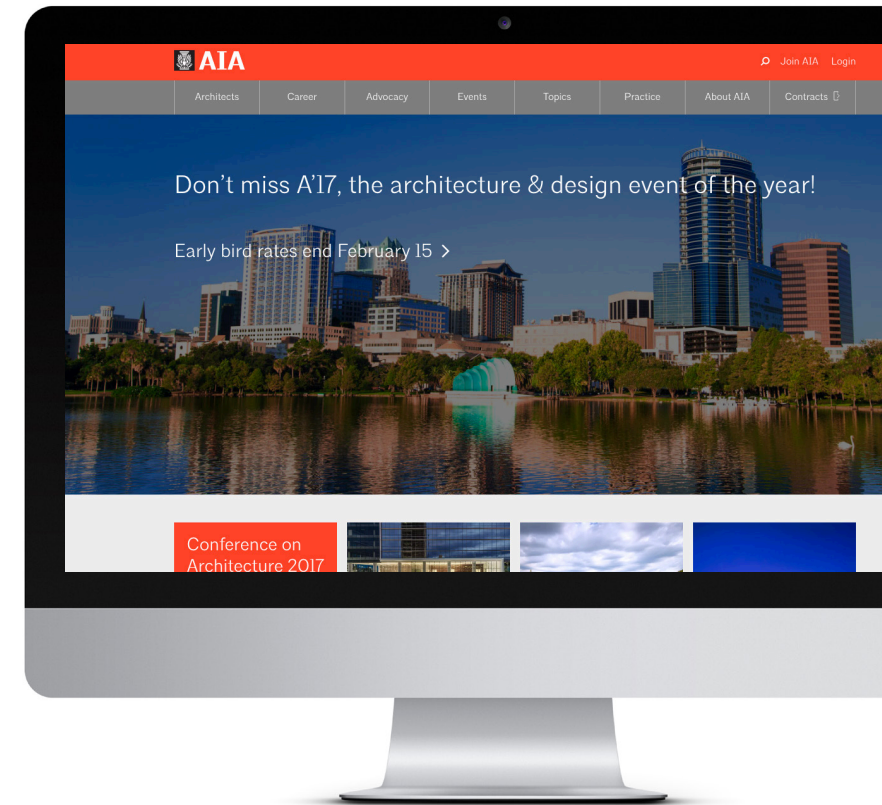
**AIA**  
**SUCCESS**  
**BY THE**  
**NUMBERS**

**21**  
number of  
Knowledge  
Communities

**38,000**  
number of  
members  
involved in a  
Knowledge  
Community



CRAN  
Symposium  
attendees  
enjoy the  
Santa Rosa,  
California  
evening. Photo  
credit: Tina  
Abbaszadeh



# Improving our online community

We built a new digital foundation worthy of a 21st century AIA. In a two-year effort, we replaced every legacy technology and software, simplified or discarded every business process, and focused every effort on producing a mobile-ready, streamlined, and member-focused digital platform.

The change is evident, whether you connect with AIA or we to you. A new member website has content as curated

and relevant as the current headlines. A new platform for AIA Contract Documents discarded arcane AIA-centric descriptions to speak clearly to the marketplace about the value of our contracts. That change strengthened customer loyalty as we migrated the user experience from the desktop to the cloud.

The graphic sophistication of our outreach improved as we harnessed more powerful marketing communications

tools. We applied member feedback from email campaigns in real time to better understand and meet your needs. These effects of the digital transformation are long-lasting. Our technology teams were trained in the agile product development mindset. We're contributing as never before to the open-source technology community. The transformation is both complete and just beginning.



# Ensuring excellence

We launched the first-ever chapter accreditation and credentialing program to ensure every member of AIA's dynamic network received consistent, robust, and agreed-upon core services. We raised the bar, so regardless of where members live, they will receive quality continuing education and support for public outreach and advocacy. Two-hundred and thirty chapters earned a three-year accreditation, meaning they have the programs and processes in place to fully meet the new criteria. And for those chapters that earned a one-year accreditation, we're providing resources, training, webinars, and ongoing consultation to help them address areas of focus. Providing a consistent, higher level of services for all members strengthens the entire AIA.



AIA Philadelphia's opening party held at the Center for Architecture & Design during AIA Convention 2016. Photo credit: Joe Kaczmarek

## AIA SUCCESS BY THE NUMBERS

**70%**  
of chapters  
have been  
awarded  
three year  
accreditation



# Advancing diversity

Equity, diversity, and inclusion continued to be our defining values. But hard questions demanded attention: Where do we stand today on these core values? Is our profession as diverse as the lives and communities we serve?

Answering these questions guided our first comprehensive diversity survey in a decade. *Diversity in the Profession of Architecture* examined how race and gender influence perceptions and equity in the field. The survey showed that although representation is improving for women and minorities, both groups remain underrepresented in the profession.

Our work in 2016 reflected efforts to continue addressing those gaps. We assembled a 20-member Equity in Architecture Commission that evaluated strategies and tactics and reported their recommendations to the AIA Board of Directors on the issues most in need of

attention. Their recommendations are an important focus of AIA's work in 2017.

Even as the commission progressed, our K-12 Task Force convened with a goal of developing effective programs and outreach to attract interest in the profession among minorities and women. The next step will be to develop a coordinated approach at all chapter levels to introduce more middle and high school students to architecture and the role of the architect.

In a bold effort signaling our strong commitment, the AIA Board announced a donation of \$1,000,000 to the Architects Foundation Diversity Advancement Scholarship fund. This second donation built upon the \$1,000,000 earmarked in 2013, aimed at improving equity, diversity, and inclusion among people entering the profession.



Equity in Architecture Commission at their Miami meeting. Photo credit: Jeffrey Ostrander

**AIA  
SUCCESS  
BY THE  
NUMBERS**

**\$1M**  
amount  
donated to  
Diversity  
Advancement  
Scholarship  
fund in 2016





SECTION 2

# Advocacy

## EMPOWERING MEMBERS

**The Historic Tax Credit has helped revitalize communities across the US by rehabilitating more than 40,000 buildings and creating 2.5M jobs, including scores of projects in Dayton's historic downtown.**

When Congress threatened to eliminate the tax credit, Karen Planet, AIA, wanted to make a difference for her community. Inspired by her training at SpeakUp, AIA's advocacy and action training event, Karen organized a successful meeting in Ohio for Congressman Mike Turner, a chief sponsor of historic preservation legislation. Her efforts helped build support for the credit and awareness of its importance to her community and to architects.

Events like SpeakUp give architects the vital tools they need to build relationships with local political leaders and join AIA advocacy efforts at the federal, state, and local levels.

Old Montgomery County Courthouse, Dayton, Ohio. Photo credit: Stan Rohrer



# Championing the profession

The public awareness campaign, I Look Up, continued supporting an important priority: Deepening public understanding and appreciation of architects and architecture. The campaign message reached more than 80 million people last year.

Through television, online ads, social media, and a film challenge we amplified and reinforced the message that architects make a difference in the lives of everyday citizens. The commercial aired on CNN, MSNBC, and FOX during the presidential primary season and was streamed online through HULU. The theme “architecture as a solution” drove our second Film Challenge, with more than 100,000 votes to select the winning film.

We also provided tools to help members tell their story and engage more effectively with clients and the public. AIA produced a message guide, titled “The Architect’s Voice,” and held training sessions around the country, helping members strengthen their message and introduce architects’ role and work to new audiences.



Featured in the I Look Up Film Challenge, Louisiana Tech University's Arch 335: Design Build Studio partners with MedCamp of Louisiana to build summer camps for children with chronic illnesses and disabilities. Photo credit: Brad Deal

## AIA SUCCESS BY THE NUMBERS

**80M+**  
reached by  
the I Look Up  
campaign

**119,506**  
number of  
votes received  
for the I Look  
Up Peoples'  
Choice award



# Exploring architecture

We launched Architectural Adventures, the official AIA travel program specializing in the exploration and appreciation of the world's architecture. Unique, small-group travel experiences were designed to engage an educated public, including clients of architects, about the role and impact of architecture in our lives. The program only recently launched, but travelers already have expressed strong interest in our initial destinations for Northern Italy, Barcelona, and Cuba.



**“We can learn a great deal about architectural and cultural heritage in beautiful Chinese cities like Beijing, Pingyao, Hangzhou, and Shanghai. In 2017, we will visit several unique UNESCO World Heritage Sites. I’m excited to lead Architectural Adventures travelers on an extensive and informative tour of China’s greatest architectural achievements.”**

Ming Hu, AIA

City Center and Grand Canal, Hangzhou, China.  
Photo credit: Andy Brandl



# Supporting communities

Communities, neighborhoods, and cities thrive, and sometimes, flounder. AIA responded 50 years ago to community need with a different kind of public service program still making a difference today—the Regional Urban Design Assistance Team (R/UDAT). In 2016, we celebrated the five decades that teams of architects, national and local experts, and volunteers

delivered pro bono design and technical assistance to local communities, partner organizations, and government agencies across America. We recognized who can help communities in need rebuild after disasters, engaged local citizens and leaders, and envisioned new ways to create and sustain vibrant public places. We acknowledged this program managed

by the Center for Communities by Design and reflected on the positive impact AIA and members had on everyday lives in communities, such as Birmingham, AL, Portland, OR, and Sante Fe, NM.



Sante Fe Railyard. Photo credit: Peter Mauss/Esto



The R/UDAT process encourages collaboration between architecture students and team members. Photo credit: Erin Simmons

## AIA SUCCESS BY THE NUMBERS

**50**

number of  
years the  
Center for  
Communities  
by Design has  
been making a  
difference

**“Since its inception 50 years ago, the R/UDAT program has catalyzed billions of dollars in new investment and served 200+ communities to tackle challenges including zoning, affordable housing, abandoned industrial spaces, neighborhood and commercial district revitalization, and historic site preservation.”**

Center for Communities by Design



# Promoting sustainability

## 2030 Commitment

The latest progress report showed participating firms reduced energy use on their projects by 38 percent on average, far short of the current goal of 70 percent reduction in predicted energy use intensity (pEUI). Even for the four percent of participating firms whose projects met the current goal, reporting results was tedious. In 2016, AIA and Autodesk partnered to create an energy modeling import feature for the Design Data Exchange (DDx) so firms could report project performance directly from energy simulation software.

The DDx helps design teams benchmark and target pEUI performance to drive improved energy efficiency. This new import tool not only saves time but enables more regular updates, so firms can get up-to-the-minute progress on projects. But, easier reporting isn't the full answer. The takeaway: The marketplace recognized that practice needs are evolving and that the 2030 Commitment firms are leading the way to design a more sustainable world.

## Resilience & Adaptation

In 2016, communities witnessed a positive shift in momentum toward resilience. More practices earned awards for adaptive design solutions—projects such as Leo Daly's Homeless Veterans Transitional Housing in Los Angeles, which transformed an abandoned medical facility into therapeutic housing for homeless veterans. Schools like Hampton University in Hampton, VA joined the National Resilience Initiative, winning a \$120 million HUD grant for implementing resiliency designs in a local

neighborhood on the National Register of Historic Places.

AIA warned that the impact of climate change poses significant near and long-term challenges for communities and our world at a White House Resilient Building Codes Summit. We began work on a resilience curriculum to prepare architects for new roles helping communities anticipate climate change and disasters. More than 30 architects and educators created a framework for inquiry on topics, such as resilient design and decision-making on hazard mitigation, climate adaptation, and community resilience.

The number of signatories to our design and construction industry statement *Preparing to Thrive: The Building Industry Statement on Resilience* doubled. Now, groups representing 1.7 million industry professionals have committed to making the communities they design and build more resilient.

As resiliency advocates, we called on FEMA and state and local governments to ensure that building code adoption and enforcement, as well as land use and zoning planning, were incorporated into national disaster mitigation and relief planning.

Additionally, we addressed real-time needs through our Disaster Assistance program, providing support for AIA Flint, AIA South Carolina, AIA Louisiana, and AIA Redwood Empire to help them implement disaster recovery strategies related to the Flint water crisis, widespread flooding from Hurricane Joaquin, and California wildfires.

## Design & Health

We continued strengthening the connections between design and public health. In 2016, the 17-member consortium studying the impact of design interventions on health began translating their findings into practice-ready insights for architects and public health professionals. Others joined the effort, including the International WELL Building Institute, to advance this initiative. We launched the AIA/WELL Summer Scholar program in 2016 to support a new architecture professional focused on design, health, and well-being.

## Habitat III

We sent leaders to Quito, Ecuador, including 2016 AIA President Russ Davidson, FAIA, to participate in the October 2016 UN Habitat III conference. Our program, "Building Better Environments: Resilience, Health & Design," responded to the New Urban Agenda launched at the conference. Our presentation demonstrated how architects are key to making cities and human settlements inclusive, safe, resilient, and sustainable through policy and practice. Moving forward, we'll reinforce the New Urban Agenda through AIA's advocacy and sustainability initiatives, Knowledge Communities, and other programs.



Lesia N. Lorusso an Interior Designer and PhD candidate at the University of Florida, presented research on dementia and design during an HOK/University of Florida event hosted at the National Center for Civil and Human Rights in Atlanta, Georgia. The University of Florida is a member of the Design & Health Research Consortium.



# Building a better future

In November, 2016 AIA President Russ Davidson, FAIA, welcomed national leaders to our first-ever Build America Summit at the New York Times building. Architects, planners, policymakers, and real estate and financial experts joined us in a vital conversation: How to expand the definition of infrastructure to include America's public and community buildings and parks, the social infrastructure so important to the character and quality of life in communities.

The Summit made news. AIA commissioned a first-ever survey of public attitudes about their essential community buildings. The public's response was emphatic. These buildings matter.

The AIA public survey that showed 70 percent would most like to see renovations

for public buildings in their community. Close to three quarters, or 73 percent, consider schools in good condition a "must have." An overwhelming 94 percent of survey respondents said having well-supported and maintained public buildings are important to the future of their community.

These results reinforce what we know which is now documented by evidence. Adding credible statistics to proposals and at public forums strengthens our argument about the urgent need to reinvest in our nation's communities. Find videos of summit panel discussions and recommendations on the AIA website.



Kevin McQueen, Board Chair and Partner at BWB Solutions, speaking at the Build America Summit about creating social good through impact investing. His panel "Neglect, Decline, and Consequences," documented how our failure to address the needs of public buildings and spaces compounds a communities' problems regarding its economic base, health, education, housing, and crime. Photo credit: Jim Richards



# Providing training

AIA and its members continue to invest time, energy, and resources to make our voices heard on Capitol Hill, in state houses, and on the issues that are critical to our profession. This year's Grassroots Conference in February and July's SpeakUp provided members with the tools, information, energy, and ideas to support them in advocating on issues that have an impact on architects and the profession, the built environment, and the trillion-dollar design and construction industry.

In February, nearly 700 AIA leaders from across the country gathered at Grassroots in Detroit for three days of workshops on advocacy, public outreach, and component governance and strategic planning. The redesigned conference, held outside of DC for the first time in decades, supported the themes of invention and innovation in local leadership. In a rousing keynote, former two-term Michigan Governor Jennifer Granholm applauded AIA advocacy efforts nationally. She also implored architects to become more engaged citizens and, through AIA, a strong voice for a better quality of life in their states and communities.

Making sure the architects' collective voices are heard on Capitol Hill is a priority for AIA. The next generation of advocates—150 architecture students, emerging professionals, and practitioners—descended on DC for the inaugural Speak Up event, an interactive



SpeakUp attendees watch teammates present their advocacy campaign plan to pass hypothetical green-schools legislation. Photo credit: Eli Meir Kaplan

workshop designed to strengthen a culture of advocacy by enhancing our collective political and legislative advocacy skills. Attendees learned strategies and tactics, developed a hypothetical plan to pass legislation, and came away more confident about the role the AIA can play in advocacy on behalf of the profession.



More than 150 who attended the inaugural AIA SpeakUp express confidence in their new capability to be effective advocates for the profession. Photo credit: Eli Meir Kaplan

## AIA SUCCESS BY THE NUMBERS

**45**  
number of  
states  
represented  
at SpeakUp

**33%**  
number of  
attendees  
at inaugural  
Grassroots  
event



A photograph of a modern, bright interior space, likely a lounge or waiting area. The room features large windows on the right side, allowing natural light to flood in. The ceiling is high and white, with a series of horizontal metal rods or tracks running across it. The floor is polished and reflective. In the foreground, there are several orange and red armchairs with metal legs, arranged around a low, dark, curved table. A large potted plant with green leaves is positioned near the windows. The overall atmosphere is clean, modern, and well-lit.

SECTION 3

# Knowledge

SEE THE LIGHT

**Daylight doesn't just make us happier. Research from AIA's Design & Health programs shows it can improve health in people with dementia.**

With 7.1 million adults estimated to be living with Alzheimer's and dementia by 2025, lighting and daylight design may improve quality of life.

AIA's Design and Health Research Consortium connects firms and university teams to host and share research on design's impact on health and wellness. Annual gatherings like our 2016 consortium convening help architects apply this industry-shaping research to their projects and communities.

Photo credit: Getty Images



# Developing talent

Today's architecture students will inherit tomorrow's design challenges associated with climate change. Recognizing this incredible responsibility, the AIA Committee on the Environment (COTE) and the Association of Collegiate Schools of Architecture (ACSA) announced the winners of their second annual Student Design Competition. The awards recognize projects that integrate approaches to architecture, natural systems, and technology that protect and enhance the environment. Ten projects, from the University of Oregon to the University of Maryland, were recognized for design excellence and environmental performance across a range of criteria that included land use and site ecology, energy flows and energy future, and design for change, a criterion that demonstrates the adaptability of the design to respond to future needs.



**“This winning project has beautiful integration of the landscape and natural components with the building, forming a unique destination. The design and site selection is a terrific relationship between the bridge and the building, creating a dialogue in a broader landscape.”**

Juror commentary  
Regenerating Water Avenue

2015-2016 COTE Top Ten for Students award recipient Regenerating Water Avenue by Lacey Aley, Alex Collins and Addison Estrada of Oregon University with Faculty sponsors Bill Leddy, Marsha Maytum and Roger Ota.



# Cultivating leaders

Building on its 2015 success, the 2016 AIA Leadership Institute, a program of the Center for Civic Leadership, expanded to five host cities as well as the web. This unique multicity event brought together more than 600 attendees from across the country with a shared purpose and passion: Learn leadership fundamentals and how to apply them in their civic, professional, and personal lives. Keynote speakers Roselinde Torres of the Boston Consulting Group and Katherine Darnstadt, AIA, of Latent Design challenged the next generation of leaders to explore new modes and patterns of leadership for the 21st century. Workshops and interactive sessions with national and regional facilitators were designed to empower members to become effective leaders within their firms and their communities.



Attendees at the AIA Leadership Institute 2016 in Washington, DC learn leadership fundamentals and how to apply them in their civic, professional, and personal lives. Photo credit: Scott Henrichsen



# Developing insights

### Client Insights Report

According to the report, sustainability and social equity values, important to architects, align with the attributes clients want in future projects. Examples include: 90 percent plan to include energy efficient systems; 84 percent want healthy buildings; 75 percent want intentional spaces for social interaction; and nearly 70 percent want spaces that encourage community engagement.

### AIA Firm Survey: The Business of Architecture

The revamped format of the report makes it immediately applicable to business and reflects its importance to practitioners with a sophisticated graphical treatment of the data and more accessible insights.

According to the survey, the state of the profession is near full recovery. Annual net billings are at pre-recession levels. But things changed. Firms downsized and many architects set up independent practices. What the latest survey showed is firms that relied on contract and part-time employees now support full-time positions.

Other trends indicate new markets. For example, more billings for firms came from markets in Central America and the Caribbean region and fewer from Asia. And workforce trends showed an increase in women in firms by about a third and a rise—although not a large one—of just

under a quarter in the number of ethnic minorities in firms.

### Home Design Trends Survey

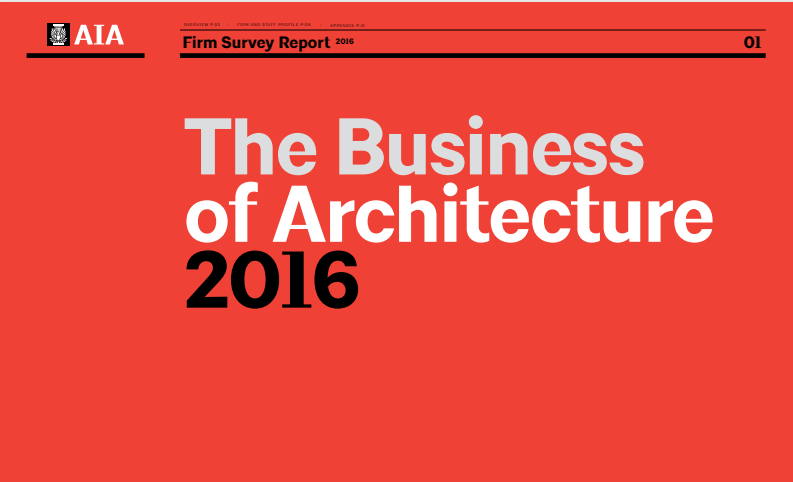
The latest results revealed what members saw as future trends in residential design over the next decade. One of the most revealing trends: Growing demand for design strategies that strengthen homes against natural disasters including elevating residences, windows with impact glazing, dedicated safe rooms, and backup power generation.

### Practice-centric research

The Upjohn Research Initiative awarded \$100,000 among four projects that advance professional knowledge and practice. Projects include a prototype auto-shading window system made from thermobimetal, a decision tool for communities to evaluate dimensions of resilience and sustainability in buildings, solar energy produced by panels arrayed in a clothesline configuration, and architectural guidelines for decision-prompts that promote healthier student lifestyle choices. These new practice resources and current thinking are crucial for architects to bring to the challenges facing clients and communities.

AIA  
SUCCESS  
BY THE  
NUMBERS

17,600  
unique page  
views of ABI  
in 2016



The Firm Survey is the first report issued after a full market recovery. It includes data from more than 2,300 firms and includes staff profiles, market sectors and services offered, and billings/profitability factors. It's a tool to measure practice performance and set market strategy.



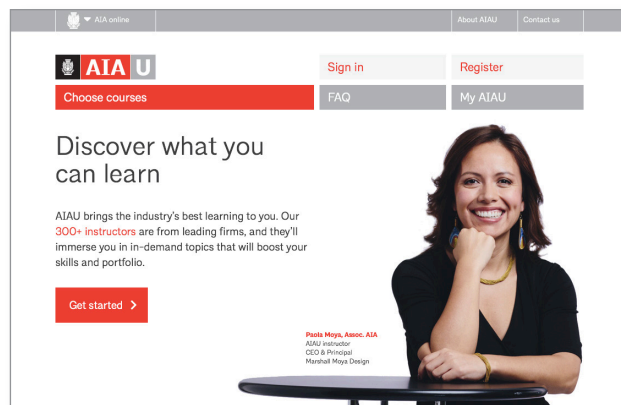
The Client Insights Report compares architectural services with client satisfaction, provides insight into products, technologies, and trends owners want, and includes data to gain competitive advantage in the marketplace.



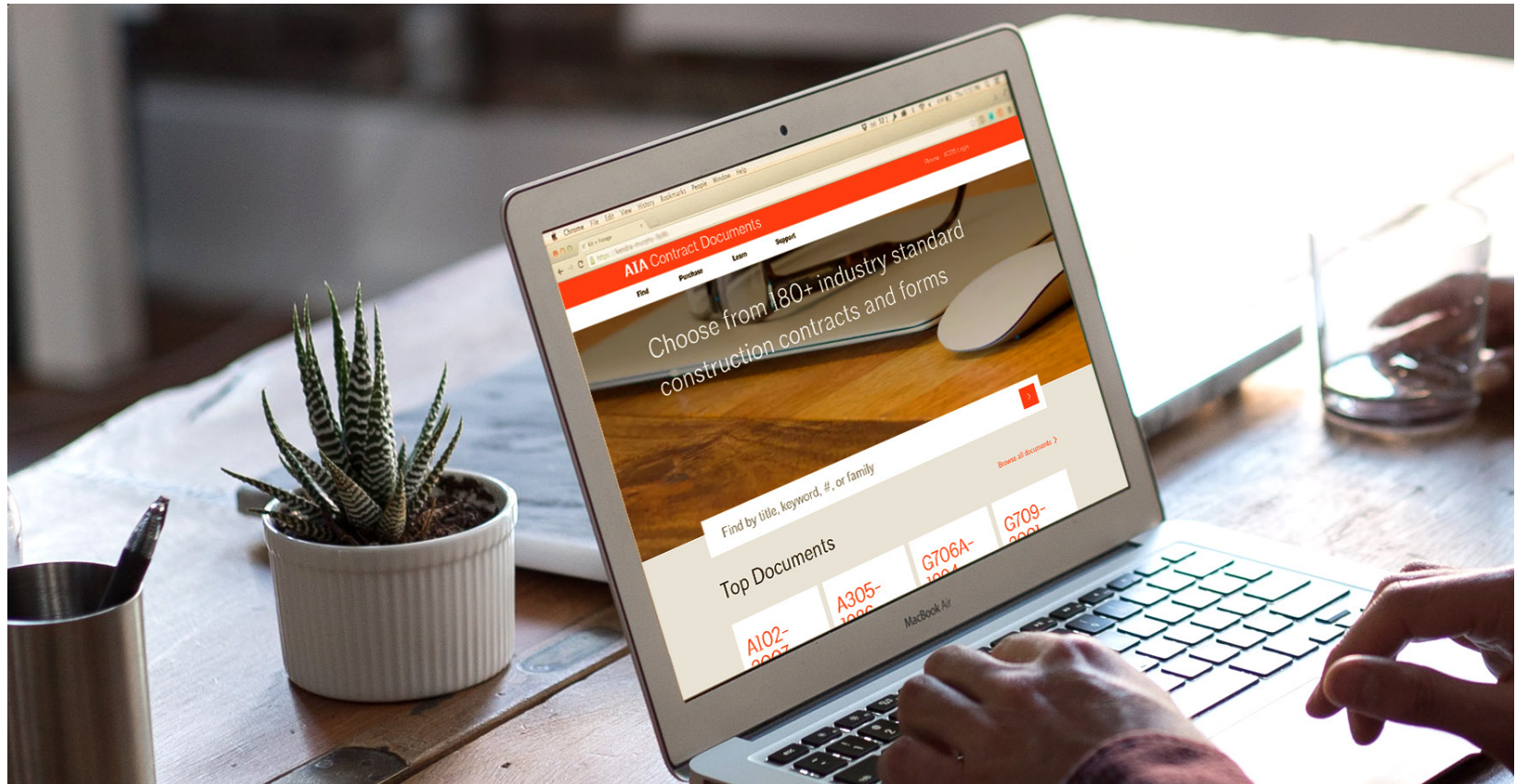
# Delivering online education

The world needs more architects. That means providing more support for those on the path to licensure. The traditional approach—study groups with local colleagues is one option. But, in 2016, two AIA resources afforded candidates serious flexibility about when and how to study.

AIA ARE Prep: Powered by Black Spectacles video tutorials were the answer for Associates on the path to licensure. For those who needed credits to meet experience hours in NCARB's Architectural Experience Program (AXP), enter Emerge by AIAU. Developed by the AIA Center for Emerging Professionals, this no-cost option for Associate members allowed them to earn credits through online video-based courses, all offering HSW credit. All were taught by committed members and partners wanting to help prepare the next generation of architects.



Emerge by AIAU courses offer much needed AXP credit for Associates.



This year, AIA Contract Documents underwent a complete transformation with interface, technical, and usability enhancements.

# Offering resources

AIA Contracts are the industry standard. Fact, not bluster. In 2016, we invested in two areas to maintain our leadership; we began the process of updating the core set of documents to be released in 2017 reflecting the latest legal changes and industry trends over the past ten years, and enhanced the technical capabilities and usability of our delivery platform.

The most significant difference for members and customers in 2016 was to begin migrating AIA Contract Documents to the cloud. More than 740 customers saw the immediate benefit of having access to AIA Contract Documents anywhere, anytime. Another 2,500 attended webinars to learn more about the transition. It's all upside for customers:

they can use any browser, PC or Mac, and new services and documents update automatically. No new system to learn and there is a similar desktop software user experience.

We'll release the first set of 2017 AIA Contract Documents at the end of April 2017 and the second set in October 2017.



# Summary

The repositioning work that we began together in 2012 is producing tangible and lasting results. Today, members of a vibrant 21st century AIA network are enjoying new programs and services that highlight our value as architects and enhance our relevance to society.

In 2016, we made progress on a range of sustainability-related issues, including resilience, design and health. We completed a transformation of our digital presence, built a new member website with your input, and future-proofed our most valuable intellectual asset, AIA Contract Documents.

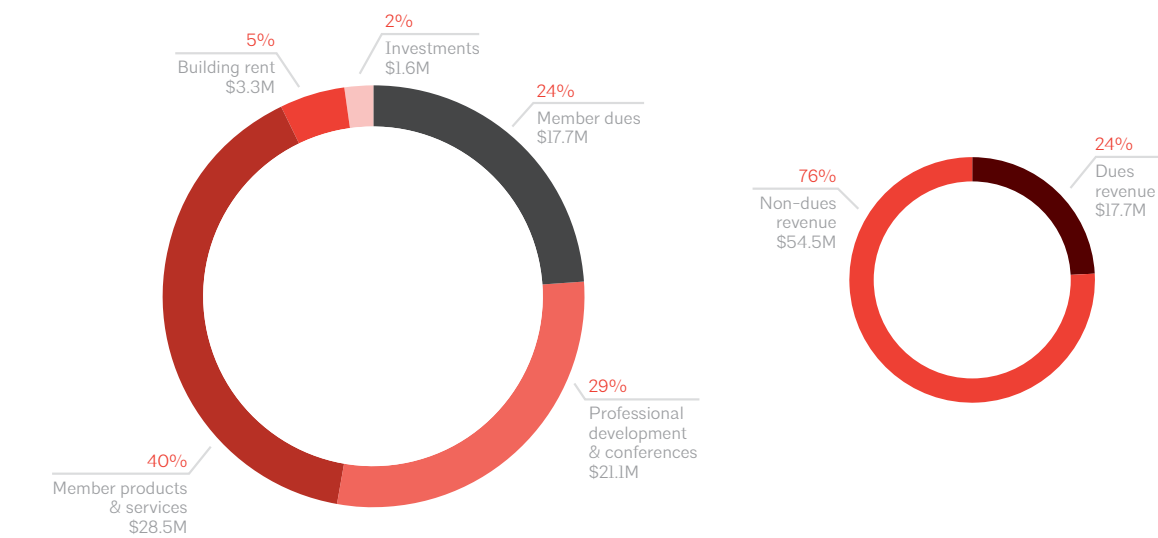
We advanced the profession’s position as a champion for reinvesting in our communities’ social infrastructure. We highlighted the urgent need and role of architects in addressing climate change on a global stage to an audience of influential world leaders.

We reached out to our colleagues in need who struggled to assist their communities after severe natural disasters. We faced critical member scrutiny in the aftermath of a difficult election and reasserted our long-standing values as architects and design professionals and as a profession.

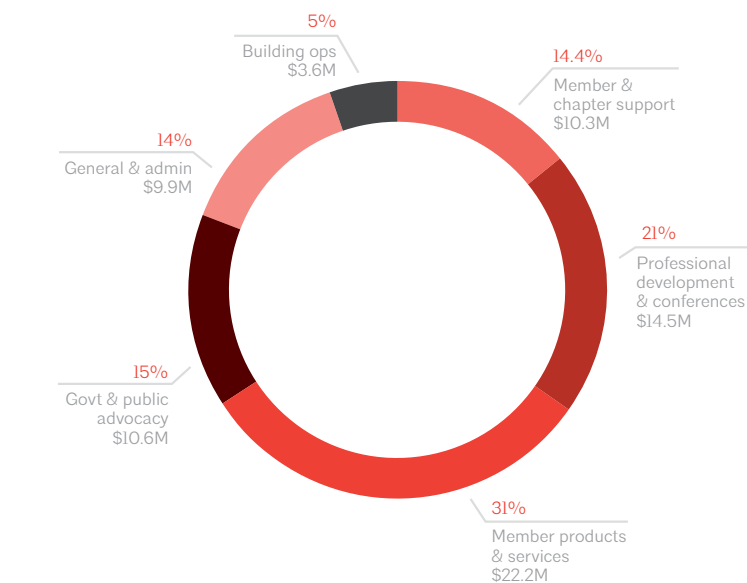
When we review our progress in 2017, we will be able to point to examples of vigilance in upholding those values and show evidence of how we advanced our mission to help create a better world—together.

# Financials

2016 Revenue  
Total revenue: \$72.2M



2016 Expenses  
Total expenses: \$71.1M





# Strategic Partners

---



## SPOTLIGHT

---

We accomplished much in 2016. But, our collective work to improve practice and increase the influence of our profession is ongoing. In the second full year of our governance change, the membership selected the most diverse Board of Directors in the history of AIA to continue the changes recommended by the repositioning initiative. We commenced important and challenging conversations to move forward a comprehensive K-12 agenda as well as a serious discussion of specialty credentialing. This year's Gold Medal recipients, Denise Scott Brown, FAIA, and Robert Venturi, FAIA, represents the efforts of AIA leadership to both recognize the collaborative nature of couples that work together seamlessly and give equal credit to talented women in architecture. We were honest about the lack of diversity in the profession, releasing the first study on diversity in a decade. The results showed serious need. Our response was to convene the Equity in Architecture Commission to recommend areas where AIA can prioritize its resources.

In 2016, the profession reached near full employment. Yet, the world faces a shortage of architects coupled with expanded need for architectural services. AIA worked to provide the resources necessary to prepare a new generation for licensure and documented how we're engaging young people in schools so we can hone our message that architecture matters every day.

We reached more than 80 million with the I Look Up public awareness campaign, helping the public better understand our role and contribution in their lives. In the wake of a contentious Presidential election, we reasserted our long-held values as architects and design professionals.

We convened the Build America Summit to show that the design professions can help communities make the long-overdue reinvestments in their essential public and civic buildings and spaces. As part of this process we found that America believes that its public buildings are part of infrastructure. This presents a major opportunity to advocate for the buildings that improve the lives of the public every day.

From my unique experience serving as your 2016 AIA President, I am convinced that the strength and values of AIA are your values and strength. We made progress. But, the "more to do" part of our AIA mission will require collective action that reflects our values. This time of focused engagement calls to us all.



Russel Davidson, FAIA  
2016 AIA President





**The American  
Institute  
of Architects**

1735 New York Avenue, NW  
Washington, DC 20006  
[aia.org](http://aia.org)