AIA

2019 Candidates for National Office: Questionnaire Responses

May 2019

This document contains the 2019 certified candidates' responses to the following seven questions submitted by members:

1. **Governance**: Five years into the reorganization of the Institute's governing bodies, the roles and responsibilities of the Board of Directors and Strategic Council are now more clearly defined. What are your thoughts about the current composition of the Board and Council, and how would you work to strengthen the relationship between the Board and Council, and both entities with the Membership?

2. **Equity, Diversity and Inclusion**: What do you see as new or emerging opportunities to promote greater equity, diversity and inclusion within firms? How are you personally supporting the growth of young professionals and efforts towards expanding equity, diversity, and inclusion?

3. **K-12 and Post-Secondary Education:** How would you define the AIA's role in educating future generations about the built environment and how will you champion the AIA's mission within the K-12 and post-secondary education environments?

4. **Advocacy:** What advocacy efforts have you personally been involved in, and how would you help improve government advocacy efforts at all levels? What is the one topic you think is most critical to focus on, and why?

5. **Climate Change, Sustainability and Resilience:** What is your opinion on the AIA's emphasis on climate action? How can the AIA proactively assist members, policy makers, and clients to integrate resilient design strategies into projects within the built environment?

6. **Practice and Business of Architecture:** How can the AIA become an active participant in cultivating and advancing innovation in practice? What have you done to prepare yourself and your firm for a changing future?

7. **Housing:** How can the AIA further support the design, development and preservation of equitable affordable housing that supports communities?

Candidate for 2020-2022 At-large Director

Verity L. Frizzell, FAIA
AIA New Jersey

1. Governance

Under the old governance model, the components were represented on the Board by the Regional Directors, which provided a direct point of contact with their regional components. In the new model, the Board of Directors has 14 members, which allows it to be nimble and focused. I applaud the composition of the Board which includes students, associates, and executives, but the small size can result in uneven national representation. The Strategic Council representatives are elected using the old regional model, but components can feel disenfranchised if they are part of a multi-state region without a Representative from their state on the Council. Repositioning the regions so that every state has a Representative could alleviate that problem and provide the missing direct point of contact. Having members of the Board sit in on Council meetings, and vice versa, has improved communication between the two. While the Regional Representatives are good at communicating the actions of the Council to their regions, relying on three Council-appointed At-large Directors to communicate activities of the Board to multiple regions has proven to be unreliable. Providing regular Board and Council updates to the components, via the website or direct email, would be helpful to those interested in following the activities of their leadership, and would unify the message being presented to the members.

2. Equity, Diversity and Inclusion

After serving on the Equity in Architecture Commission Work Group, I gave several presentations to components regarding Equity, Diversity and Inclusion (EDI). The recently published Guides for Equitable Practice, a recommendation of that work group, and the chapters which have yet to be published, will be a great reference for firms to fully understand EDI issues and take the next steps to becoming an equitable practice. Highlighting firms who are successfully implementing EDI practices in newsletters and presentations at conference will encourage other firms to do the same. To increase diversity in the profession, there must be an increase in the diversity of people seeking to become architects. Raising awareness of the profession among students of all ages and demographics will begin to fill the pipeline. Making higher education accessible through bridge programs, grants and scholarships will help keep underserved populations in architecture school. Making firms attractive to new graduates will keep them in the profession. Providing training for re-emerging professionals is key to keeping women in the profession after they take a break to have families. While I don't currently employ a young professional in my 2-person firm, I have done so many times in the past. When I do have employees, I make sure they are involved in all aspects of the profession and are treated as equals. Working side-by-side with me, they go on site visits, attend client meetings, participate in writing

proposals and specifications, and contribute to the design of the projects on which they work.

3. K-12 and Post-Secondary Education

There was a time not so long ago when architecture education was part of the public-school curriculum. Many AIA components have developed K-12 programs on a volunteer basis to try and fill the gap left by budget cuts. I have brought architecture education to my children's school for several years and will continue to develop ongoing programs there, but one person with a practice to run can only do so much without resources. The AIA can help develop these programs into a package to share with members across the country, so their limited volunteer time is spent with the children, not creating the programs. Volunteer programs are limited in their reach and are not a permanent solution. With 94,000 members, the AIA has the potential to reach a great many schools, but with 98,300 public schools and 34,600 private schools in the country, we can't reach every school without help from the teachers. As a more permanent solution, the AIA can advocate for architecture education to once again become part of the core curriculum and provide packaged programs for the schools to implement.

The one thing that is typically lacking in post-secondary education is business classes. AIA West Jersey developed a mini MBA program with Temple University to provide architects the much-needed skills they need to run a business. I will work with colleges and universities to develop similar programs, and strengthen career day and internship programs, providing opportunities for students to experience working environments prior to graduation.

4. Advocacy

Advocacy is most effective when there are personal relationships with legislators. I created a program at AIA-NJ that brought together mayors and architects from around the state to envision the future of their communities and begin to establish those relationships. We gave presentations, conducted design-thinking exercises, and defined the mayors' individual issues and concerns, then found possible solutions for them to pursue. It demonstrated that architects are here to help solve their challenges, not just ask them for support of our issues. The result is the beginning of a relationship based on mutual interest and respect for the value of the architect in their long-range planning.

Many architects don't understand all the issues surrounding a bill and may need help crafting an appropriate message. I have provided training to components on how to craft a message, as described in The Architects Voice. Continuing to hold mini Speak-Up events at local components, including messaging training, will prepare members to advocate at all levels.
The one topic most critical to every architect is protecting our profession. There is pressure coming from related industries like interior designers, builders, and other special interests trying to erode the scope of our work and diminish our value, making potential clients question our necessity. We must make it clear to lawmakers and the public that we are an essential part of the building process. The recent tragedy at Notre Dame Cathedral illustrates the

value of architecture, particularly historic architecture, and the continual need for advocacy.

5. Climate Change, Sustainability and Resilience

Climate change is the most critical issue of our time. In my opinion, the AIA is on the right path with promoting sustainability and resilience. It is essential to the future of our profession and our communities. However, building sustainably is all too often an uphill battle. Many clients and builders aren't convinced that their project will make any difference in the big picture, don't understand why they are required to raise their house if they didn't get flooded, and up-front cost concerns often trump altruistic goals. If building codes don't mandate sustainability and resilience, builders won't voluntarily incorporate it. Clients who don't believe in climate change can often be persuaded that energy efficiency and durability in the harsh environment in which they are building are important considerations, provided they aren't cost prohibitive. The AIA can provide up-to-date information on materials and building science, including upfront and life-cycle cost data, to counter the argument that building "green" is too expensive. The AIA can provide current data and statistics on climate science, and the benefits of building sustainably and resiliently to help architects persuade resistant clients, and can advocate to lawmakers for increasing code requirements for energy and resource efficiency, allowing alternate plumbing systems like graywater reuse and unisex bathrooms, and for tax incentives for energy efficiency upgrades and historic preservation. Finally, the AIA can put more resources into their public messaging on the value of the architect and how they help create a blueprint for better projects and better communities.

6. Practice and Business of Architecture

Technology is an incredible tool that is constantly changing. Only a generation ago, architects were drawing by hand, now most architects use some form of CAD. Virtual and augmented reality could revolutionize how clients experience the design process. But technology is expensive and requires training to use it effectively. Training takes time away from the practice, and many small firms don't have the resources to embrace new technologies. The move of many software developers to a subscription system further alienates small firms that can't commit to a monthly fee for the latest version. To help smaller firms, the AIA can not only showcase new technologies at the conference expo, but they could also negotiate member discounts for both software and the hardware necessary to operate it, and partner with software companies to provide discounted training.

Over the past year, I have streamlined and standardized my practice, narrowing my focus on how to be more productive and efficient, eliminating errors, and being consistent. I have started to incorporate 3D modeling into the practice and am excited about the potential of being able to show my clients what their building will look like in three dimensions and in color. I recently saw a demonstration of how 3D goggles could be used to see what different window configurations would look like in a model home, including the landscape outside the windows. I can envision a future where site specific 3D modeling and walk-thru presentations are seamless and fully integrated into my practice.

7. Housing

Examining case studies is always a great way to learn from the experiences of others. Providing continuing education sessions at conference showcasing successful affordable housing projects highlighting lessons learned and pros and cons of material choices would be a great way for the AIA to further support the design and development of equitable affordable housing that supports communities. Without giving away copyrighted information, the AIA could share cost-saving strategies used in other projects, innovative financing models, and non-traditional ownership options. To be equitable and support communities, the local residents and businesses must be involved in the design process. Their input Is critical to design something inclusive that meets their needs and empowers them to take pride of ownership in the project. The R/UDAT and SDAT design process has been very successful in gathering community input and could be employed in affordable housing projects to assist in the pre-design phase. Preserving existing affordable housing may have to be done by legislation requiring rent control, a minimum number of low-income housing units, or prohibitions on demolition to prevent developers from gentrifying neighborhoods and displacing residents. There is still fear among middle and upper classes that affordable housing will automatically bring crime into a neighborhood. AIA can help with public awareness materials promoting and demonstrating the value of mixed socio-economic neighborhoods, that could help reduce the "Not in My Back Yard" attitudes and stereotyping of low-income residents, making affordable housing something to be encouraged in every neighborhood.

Candidate for 2020-2022 At-large Director

Britt Lindberg, AIA, LEED AP
AIA Silicon Valley/AIA California

1. Governance

AIA leadership is fortunate to have so many dedicated, driven, innovative, thoughtful, accomplished leaders on the Board, Strategic Council, and at all levels of the organization. The change in governing structure has allowed a more nimble Board to issue several important 'Where We Stand' statements, update the Code of Ethics, strengthen advocacy efforts, and more. Similarly, the Strategic Council has envisioned so many improvements to architects' roles in communities, future of practice, future of education, and more, in its working groups, and all together.

With so much time and energy spent getting the governance structure to this point, I am in favor of small improvements instead of large-scale changes:

● Improve communications and transparency to members through quarterly online virtual meetings available to all members, and recorded to view later;
● Post Board and Council meeting agendas and notes online for members;
● Establish consistent, local contact between national leaders, chapters and members;
● Create a robust Council website that shares what they are working on;
● Provide more staff and committee support to the Board and the Council, so each can focus on being leaders, thinkers, advisors, and links to membership;
● Provide budget and staff time/resources to continue efforts of the Council long-term, by incorporating into ongoing budget and operations, when voted on by the Board and aligned with strategic plan goals.

With these improvements, the Board and Strategic Council will be an even stronger part of the AIA leadership team that accomplishes and contributes so much to our members and profession.

2. Equity, Diversity and Inclusion

This is a crucial issue, not only for our profession, but for society at large. Keeping focus on the AIA: When our firms are equitable, diverse, inclusive, and harassment-free, we more properly listen to and provide holistic, supportive design solutions to diverse clients and communities. Much is being done by many AIA groups and allies throughout the organization, with the AIA Equitable Practice Guides also leading the way.

More firms can designate Directors of EDI to be champions, resources, and drivers within the firm and profession. Ensuring reasonable work loads, flexible work hours, equal pay, and supportive work cultures, with true respect

and balance for all lifestyles, is also key. Recruiting more executive-level firm leaders to the cause, and its important benefits, would also more quickly bring change. Let's set an EDI 2022 goal, task firms with making it happen, and celebrate all that do.

With a call to action from my local chapter's first woman FAIA, elected four years ago, I was one of five co-founding members of our Women in Architecture committee, now a driving force for events, awareness, and advancement for EP's and women in architecture in Silicon Valley. I also authored the 18-6 AIA resolution 'Supporting Emerging Professionals' (more below). As an architect that happens to be female, I serve in AIA, in part, to be a mentor and example, supporting and inspiring others along their own path to success. It takes us all speaking up and actively helping each other, to achieve real progress.

3. K-12 and Post-Secondary Education

The AIA plays a central, primary role in educating future (and current!) generations about the built environment. This is something I included in my speech at Grassroots: how important it is for the AIA to become a central, public resource for people of all backgrounds and age levels, with data and case studies that prove how important architecture is in improving how we live, work, play, feel, learn, and heal. Thoughtful, sustainable, resilient, inclusive, inspiring designs help us all live better. Once the public is taught this from a young age, in STEAM curriculums and through architects resourced to visit all classrooms, we will spread more awareness of architects' importance, boost future relevance and prosperity, and encourage more children to pursue architecture as a career.

One way I will champion, is by ensuring that all chapters have experienced advisors and example program guides available, to empower all members to visit schools and show students what an architect does, why it is important, and that they can be an architect too. Additionally, I would improve partnership with ACE mentor programs that team architects, interior designers, landscape architects, contractors, and engineers with local high school students in design projects and site visits. I will also ensure follow through of the AIA Resolution 18-6 'Supporting Emerging Professionals' work, which is studying ways to improve the profession and AIA to better serve EP members, aid in their future success, and help retain them in the organization and profession.

4. Advocacy

AIA's legislative and regulatory advocacy, at all levels, is extremely important. Collectively our 94,000+ members and allies accomplish so much more than any could alone. Citizen Architects serving in local government positions, and those working with policy makers everywhere, contribute strongly to housing solutions, school safety, tax credits for energy efficient buildings, protecting licensure, and more.

As a five-time Grassroots attendee, I have lobbied state and local Senator and Representative offices multiple times. I also chaired a two-year program in San Jose, with AIA Silicon Valley's Emerging Professionals Committee and

the Planning Department, leading a master planning and community meeting effort for an 'Urban Village', a densified mixed-use neighborhood plan at a transportation hub. I donate to ArchiPAC, and worked with the AIA California board to set positions on numerous bills affecting practice and the built environment in the state. I am also a certified SAP evaluator, and would strengthen AIA's disaster assistance work at all levels.

There is never a scarcity of ways to be involved and make a difference on a legislative, policy scale, and AIA advocacy must grow in reach and influence. At all levels, it is hard to pick only one issue for focus, but given the urgency of our need to address climate change, I would say legislation for 100% net zero energy buildings by 2030, as an all-partisan, nationwide effort to aid long-term health, wellness, and resources for all living things. We must act quickly to protect the only planet we have.

5. Climate Change, Sustainability and Resilience

Throughout the world we see ever stronger hurricanes, floods, droughts, wildfires, warming oceans, and depleted resources. AIA must aid its members success and influence in this urgent issue. News reports, scientific studies, data, and even the Netflix 'Our Planet' series, point to the dire impact our civilization is making on our one and only home planet.

It can be disheartening and overwhelming, but this is an area where every architect makes a difference. AIA nationally works with legislators to lobby for tax credits on energy efficient projects, and provides information such as the new COTE top ten toolkit, to assist members directly with local legislators, community leaders, and clients. Architects can also influence stronger building code requirements toward net zero energy and net zero carbon, with long term life cycle cost benefits, to make designing for sustainability and resilience a must-do client decision.

A few years back I gave a Pecha-Kucha-style presentation at an AIA event tied to a local public art walk, showing how much more we could do if we all treated resources here on earth, as preciously as astronauts do in space. Capturing and recycling greywater and blackwater; using solar, wind and geothermal energy sources; incorporating passive design strategies; all are possible on a project scale, and even a community scale. Architects must get this environmental message out, bring into all projects, and lead others to get on board, every way we can.

6. Practice and Business of Architecture

New technologies and client demand for faster project delivery is driving much innovation in our industry. We must pro-actively lead and drive these innovations in ways that best support our firms and project teams. New tools and delivery methods can free architects from repetitive, easily codified tasks, and let us focus on what we do best - design thinking and problem solving, to serve our clients and communities.

Strategic Council working groups can partner with tech companies and be more strongly resourced to propose ways to aid firms in this, for staff and committees to help implement. AIA can also work with architecture schools

and the Foundation, to connect schoolwork, research and grants that push the envelope in practice and construction, driving our own industry innovation in these areas. Results must be shared centrally, publicly, and globally, online and through webinars and events, for wide awareness and impact.

If we all bring innovation into just 2% of our day, over time this brings significant advancement directly to our own work and practices. At Gensler we have a Research Institute that awards grants internally to encourage employee innovation. Other firms have similar efforts, and AIA can provide such awards and grants too. I recently tried an online cloud-based BIM project setup with consultants, and co-hosted a webinar to share those project lessons learned with other offices. It's one small example, but if we all are willing, it is quite possible to learn, adopt and share best practices of using new technologies.

7. Housing

One key way came from the Grassroots Mayors Panel: architects must contact local community elected leaders, and be their trusted advisor on housing policy and design issues. The advisor role can take different forms, from 'City Architect' on staff at a large city, to being a phone call away in a small and equally important city, to identifying AIA 'expert' contacts, or anything in between.

Architects must also vocally promote the data and case studies that prove the importance of diverse uses within walkable, bikeable, or scooter-able distances to transit; informing community members and changing NIMBYs to YIMBYs. Another way is pointing homeowners to resources on how they can build an ADU in their backyard, and ask all towns to consider reducing single family zoned areas.

Another way is changing the housing conversation from financials and square feet, to design, energy performance and walkability, as proposed in the Strategic Council's 'Architecture Quality Index' initiative. I'd like to bring the AQI initiative back into the AIA budget and operating plan. I am also part of a Large States Housing group that has written a 'Framework for Action' as follow-up on the AIAIL and AIACA 'Housing Humanity' Resolution 17-3; more to come at 'A19.

Architects are strongly equipped to lead solutions in these and other urgent issues, improving the human experience for all. When we each pro-actively advocate and work to 'make it count', we truly do build a better world, together.

Candidate for 2020-21 Treasurer

Evelyn M. Lee, AIA
AIA San Francisco/AIA California

1. **Governance**

I have served on the AIA National Board for three different periods:
- 2007 as the AIA Associate Representative
- 2014 as the AIA CA Regional Representative (for one year before most of the board transitioned to the Strategic Council)
- 2017-2019 as an At-Large Director elected from and by the Strategic Council

Since the reorganization, I have seen the institute transition to one that is more agile and forward thinking.

The Board's visibility and engagement network has done a lot to build greater communication between the Strategic Council and the Board. Also, the calendar of the Council has been adjusted to align their work with the following year's operations planning efforts for better coordination and implementation planning.

One of the areas where both bodies struggle is the leadership pipeline. Depending on how Regions appoint their Councilors there may be missed opportunities to give the most forward-thinking individuals a voice from the region to that body. The numbers for those running for Board positions are smaller than previous years before the governance change. Direct work needs to be done to improve the diversity of perspectives in the room.

Also, there is still educational work that needs to be done helping members understand the roles of the National Board and the Strategic Council and how the membership can elevate their voice to both bodies. Individual Board Members are working much harder to find times to visit regions, share the work of national, and be a direct conduit back to board discussions.

2. **Equity, Diversity and Inclusion**

The only way to truly move equity, diversity, and inclusion forward is with daily intention in everything we do. Achieving these results do not mean that we hire a specific individual that is less qualified or promote someone before they are ready. It does mean that we regularly seek out more paths to find individuals to join the firm, and it means we make sure that everyone at the firm has access to the professional development they need and would like to have to grow in their careers.

My workplace has not been growing recently, but I do my best to be an active voice to those that I work with ensuring they get the experience they want and changing them on the projects that they have. As someone who has had very personal experiences relative to equity and inclusion, I take time to open the

line of communications out to those who are seeking feedback and advice on the next steps they should take in their career. Sometimes it is just a single phone call, many times the initial introductions have turned into great friendships.

I, along with two other colleagues, was recently selected to run a workshop for individuals at inflection points within their career, at the AIA Women's Leadership Summit later this year. When time allows, I also actively participate online in Facebook and LinkedIn on several Women In Architecture and Mother's Groups to offer support whenever I can and encourage others to do the same.

3. **K-12 and Post-Secondary Education**
Education of the future generations about the built environment needs to happen at the local level, and National should be a resource for all members who want to engage in these areas. It can be a repository for sharing best practices of well-established programs such as the BEEP (Built Environment Education Program), the ACE (Architecture Construction and Engineering) mentorship program, and curated k-12 programs put on by local components.

Additional partnerships by national can be made with organizations that are leading the STEM + ART = STEAM movement. An excellent place to start is the Steam by Region map on the StemtoSteam.org website hosted by the Rhode Island School of Design. Getting future generations to value the work we do as an architect means helping them understand the overall value of design. This can include piggybacking off the efforts of company's that have placed emphasis on the importance of design to the future of their business, including but not limited to Proctor and Gamble, Nike, Crayola and more.

National can support the encouragement of multidisciplinary curriculums in post-secondary education, inviting other majors into the design studio and encouraging architect students to take classes in other areas. There is a real opportunity to create cross-pollination between architecture and schools of business that not only fosters architects to be more entrepreneurial but also teaches future business leaders the power design has to their bottom line.

4. **Advocacy**
I participated in my first legislative day in the state of California a year after a graduated with my M. Arch and went to AIA National Grassroots to visit the hill the next year. Every year I contribute what I can to the ArchiPAC. I also suggest to others who are interested to:
•   Join the AIA Legislative Action Network
•   Subscribe to the newly launched biweekly Government Relations Update
•   "Take Action" by writing, tweeting, and emailing their legislators
•   Download the Civic Engagement ToolKit
(http://content.aia.org/sites/default/files/2018-08/Civic-Engagement-Toolkit.PDF)
•   Learn how else they can be involved more by going to BluePrintForBetter.org or becoming a citizen architect
(https://network.aia.org/centerforcivicleadership/home)

It is essential to acknowledge that we lead busy lives. This means that anyone's ability to be an active participant will vary. However, advocacy will always be no less critical, so contribute where you are able, even if that means just sending an email.

Identifying the most critical topic for us to focus on at any given time is hard to pinpoint. There will be topics that we hope to have a more significant voice in (resiliency), there are topics that architects will be forced to address (licensure), and there are topics that we bring directly to the table in support of the profession (student loans). What is more important is that we continue to improve upon the process we have in place to identify areas where we can make an impact and areas where we are impacted. We should encourage all members to be advocates in whatever way they can contribute.

5. **Climate Change, Sustainability and Resilience**
I am highly supportive of the AIA's emphasis on climate action. Now, more than ever, there is a growing necessity for architects to be proactive citizens and voices within their local and regional communities as so many of us face an increase in the number of natural disasters that we must deal with every year. California's total count of declarations since the government began using the designation in 1953 has nearly reached 300, a number that outpaces every other state in the country.

Sustainability, as defined by the AIA, is not purely resiliency and energy conservation; it also looks to increase the health and wellbeing of our communities.

Making and supporting decisions that are both sustainably sound and resilient must be purposeful. The AIA should continue its efforts at the state and federal level to lead where we are able, be a voice where policymakers need our support, and pull along our clients when they need the extra push.

It is essential to provide our members resources, but the AIA should also look to continue to partner with like-minded organizations that can grow the collective voice and amplify our platform. From the client side, this means continually:
- leading the discussion with product manufacturers, so that inherently, every decision we make is a sustainable one.
- convening experts at the Design and Hearth Research consortium to support the development of policy toolkits.
- being a leader in resiliency discussions and growing our state disaster assistance network.

6. **Practice and Business of Architecture**
I left traditional practice in 2006 and have not looked back. What I have found, when trying to grow my professional career in strategy is that architecture firms are too busy trying to hire for the work they have now to think about what's next.

For the AIA to be an active participant in practice innovation, our members ultimately need to acknowledge that there is a need to change. The best way to encourage members to see beyond what's immediately in front of them is to help them understand the additional opportunities that exist for our profession. This can be done by showcasing firms and companies that are leading the way as well as educating our members on how changing technologies may impact the way architects do business in the future.

In 2017 I chaired AIA National's Practice Innovation Lab, encouraging 10 teams to create 10 new business models. The success of that event has launched multiple regional PILs in a variety of formats. The next iteration of the Practice Innovation Lab is taking place over 4 sessions on the Saturday of A'19, where session goers will have an opportunity to hear what Venture Capitalists are looking for, listen to leaders from companies that have received VC funding, and culminate in a Shark Tank-like pitch.

This is a personal passion of mine. I previously had a column in Contract Magazine focused on changing methodologies in practice. That column continues to live on in a weekly newsletter and at PracticeofArchitecture.com.

7. Housing
Supporting the design, development, and preservation of equitable, affordable housing requires a multipronged strategy including, advocacy, partnership, and resources for our membership.

In 2018 the AIA celebrated Enterprise's Affordable Housing Design Leadership Institute (AHDLI) for being a "quiet but powerful force shaping social impact design." Enterprise believes that affordable housing can not only transform the built environment but can improve the health and well-being of the residents and in-turn the community.

At the local level, it is vital to highlight the work that components are doing in support of affordable housing initiatives. Earlier this year, New York City teamed up with AIANY and the Department of Housing Preservation and Development to explore potential solutions for 23 vacant lots around the city through a design competition.

Building partnerships with affordable housing developers will remain essential to the implementation. Many local components put on panel discussions focusing on Affordable Housing. The upcoming AIA Las Vegas May Meeting has a panel discussion dedicated to "Affordable Housing Best Practices" featuring architects that are creating award-winning design in the space.

The issue of Affordable Housing is one that is increasingly becoming an issue that does not just affect low-income individuals and families. It is also a growing problem across the country, not just urban areas like the bay area. One new policy proposal that the AIA is looking to support is the creation of the Middle-Income Housing Tax Credit (MIHTC) that builds on the success of the Low-Income Housing Tax Credit (LIHTC).

Candidate for
2020 First Vice President/2021 President-elect

Peter J. Exley, FAIA
AIA Chicago/AIA Illinois

1. Governance

In a step toward inclusion, *Repositioning* resulted in a more diverse and committed pool of Board and Council members who spotlight and value agility and representation. Constant adjustment is an organizational necessity; the Board realigns accordingly based on constituent needs and concerns. The Institute is strategically healthy as reflected by membership growth. Our operating plan and budget clearly focus the work of the Institute on achieving the goals of the Strategic Plan. Committees, made up of Board and Strategic Council members alongside Institute and member leaders, demonstrate how harmonious collaboration is centering work on our six Strategic Portfolios. A recent initiative - affectionately referred to as *The Big Move* - further positions the AIA as the leader in solving the challenges faced by our communities, humanity and planet.

I recently chaired the task-force charged with amplifying board visibility and engagement. As a result, Board members now convene frequent dialogs with Strategic Council colleagues, their regional cohorts, CACE, YAF, NAC, former Presidents and other leaders. This creates a valuable feedback loop where membership obtains a direct conduit to the Board and information flows freely between Board and Council. This scaffolding and on-boarding for new leadership integrates them into Board/Council culture and composition quickly so we can continue to build on our actions. I will define even more ways to make the Board accessible and transparent. We can always further demystify the roles and activities of the Board and Council to membership; frankly, that's essential to our pipeline of future leadership.

2. Equity, Diversity and Inclusion

Diversity is critical to innovative thinking. Building awareness of what architects do is a first step towards greater change in our profession. We can also help unburden students from the cost of an architectural education. Graduates are currently encumbered with the entire cost of their schooling, while universities and employers continue to benefit from their investment. As President, I will set up a task force to address the unsustainable costs of education and document the effect this has on representation and diversity in our field. I'm going to invite the Large Firm Round Table, Small Firm Exchange, Strategic Council, leaders in education and business, allied professionals, lawmakers and other future thinkers to create a vision for attracting the smartest, most diverse, socially-minded and empathetic people to architecture; part of a public call to action to solve our housing crisis, address climate change and build a future for humanity.

As adjunct professor and practice leader, I have made a commitment for 25 years to educating the next generation of architects, and mentoring them too. I have been an ever-present mentor in the AIA Chicago *Bridge* program replicated as a model across AIA components. The entirety of my practice portfolio has been chipping away at inequities while providing opportunities for building community across the country. Our built work fits in alignment with the work of our clients - we nurture, educate and set an example for success through design. This is baked into my DNA as practitioner, professor and parent.

3. **K-12 and Post-Secondary Education**
The AIA has had some successes, but there is still work to be done. We must continue to expand AIA's investment in K-12 education STEM initiatives, engaging youth in design-thinking and problem solving challenges while developing tools, programs and awareness that will inspire future architects.

AIA's advocacy in championing the *Carl D. Perkins Career and Technical Education Act* is channeling over one billion dollars into *STEM* and *STEAM* initiatives and integrates architecture into STEM curricula.

AIA is working with *Wake Forest School of Medicine, Center of Excellence for Research, Teaching and Learning* to generate impactful and relevant curriculum models. A recent session at *Grassroots '19* demonstrated how fundamental curricular requirements of schools can use Problem- and Project-Based methods inspired by real-world design challenges to foster and fuel student engagement.

At a grassroots level, members such as Frederick Marks AIA, incoming president of the Academy of Neuroscience for Architecture (ANFA), are tireless proponents for the impact of physical space and emotional stress on brain activity. They are advocates for the power of architecture to affect our senses, memories and well-being. In 2018, Frederick guest-edited an edition of *ChildArt* on *Dimensions of Architecture.* Such work is essential to our profession's education channel and our future workforce.

Current and future K-12 and post-secondary initiatives are intertwined with AIA goals for resilient communities. This is at the very core of our public outreach. I support heightened investment in creating a *Blueprint For Better* education.

4. **Advocacy**
The Public Outreach Committee, which I have chaired for four of the past six years, has truly been at the heart of my advocacy work. Whether it is incentivizing storytelling through the *AIA Film Challenge*, tackling issues like affordable housing, sustainability, or national disasters in AIA's partnership with *Wired* magazine, or engaging with the *US Conference of Mayors* at the *SXSW* conference in Austin, our *Blueprint For Better* campaign advocates for architects and shows us as leaders in our communities.

Investing and brokering our relationship with civic leaders, such as the *US Conference of Mayors*, is one critical investment that will strengthen architect's contribution to the built environment.

The Government Advocacy Committee, of which I am a member, and government relations team organized our most successful visits ever to the Capitol in March to 98 senate offices and 358 House districts. Such deliberate penetration and the development of relationships with civic leaders solidifies a culture of expectation for architects to be at the table as trusted advisors and confidants. This helps build our collective confidence, putting every member in the position to replicate that example as citizen architects in their communities.

The US Conference of Mayors came to AIA because they need and want something from architects; they understand the importance of developing models of economic equity and resilient infrastructure; they understand that architects have experience and solutions to these challenges. This is their invitation for architects to be at the table.

5. **Climate Change, Sustainability and Resilience**
What is your opinion on the AIA's emphasis on climate action? How can the AIA proactively assist members, policy makers, and clients to integrate resilient design strategies into projects within the built environment?

Climate change is here. Recent AIA leaders ramped up our commitment to action on this. We are the generation of architects who will be practicing beyond 2030; we are the citizens and architects on the front end of climate change; for all of us it's our calling, our responsibility, and our opportunity. This is AIA's *Big Move*.

We have sustainability initiatives in play on which we should double down:
•   Programs such as the *COTE Toolkit* are centerpieces for new public outreach initiatives that illustrate persuasive and irrefutable metrics as to the investment in a resilient future designed by architects;
•   Demystifying, heightening accessibility to and communicating the value of being part of the *AIA 2030 Commitment*, giving every firm, developer and owner the tools, resources, and partnerships they need to participate without perceived barriers.

We must build on AIA's vision for resiliency:
•   Providing support for members' commitment addressing the shocks and stresses brought on by climate change and furthering our disaster assistance programs that increase mitigation design resources and strengthen preparedness.
•   Emphasizing and re-supporting the *Educator's Commitment On Resilient Design* that develops course content on climate resilience;
•   Leveraging the *Blueprint For Better* campaign to actively communicate how architects are building a more resilient world.

We must tackle climate change via engagement with city, state, federal and international stakeholders to develop new targets for commitments beyond net-zero. This responsibility is our greatest goal. It will take all 94,000 of us to deliver this *Blueprint For Better*.

6. **Practice and Business of Architecture**
The *AIA Center for Practice* is an active forum in the Strategic Plan's Prosperity Portfolio. It is a critical part of AIA as an engine driving innovation in architecture.

My own practice just celebrated its quarter century anniversary. Twenty-five years ago, we began as entrepreneurs pursuing creative solutions to challenges that confront a young growing firm.

We were among the first five Chicago architecture firms to have a website. I had seen students and academic colleagues doing research online and that changed the way our firm communicated. We always believed in the value of connecting with students and young colleagues to show us new technology and share methodologies.

With fellow academics, I have been involved in the exploration of these tools since their infancy. When you're the first to execute new processes, you can meet unanticipated needs. This is research we bring right into our practice through, for instance, early adoption of software, technology and collaborative processes.

The future of our profession will be heavily influenced by data, knowledge, and social justice. This was identified in the *Workforce Jetpack* that I co-authored with the *Young Architects Forum* and the *National Associates Committee* in 2015.

The current board is actively developing relationships with organizations and individuals exploring cutting-edge technologies and future thinking.

We must be open minded and receptive to change and drive the mission of the AIA accordingly. We will be defined by our ambition to instigate and embrace the disruption in our future.

7. **Housing**
Housing Humanity 17-3, introduced at A'17, sets a housing aspiration for all. AIA is developing alliances and resources to make progress. We can and must to do more; "access to good design is a fundamental right" and making such a commitment is central to resilient communities.

A range of programs presenting choice, variety, community and access to services are critical factors in policy development, versus any singular focus. Successful examples include;

•   The federal program, Choice Neighborhoods, addresses numerous aspects of community as it relates to housing. It provides specific planning

and implementation grants for architects and planners to instigate revitalization of housing, simultaneously transforming the surrounding neighborhood.

• *HN1M (Housing the next one million*) defines how San Diego residents will live, commute, work, play and retire in 2050) is a model program supported by AIA San Diego.

• In Dallas, tiny homes (designed by *bcWORKSHOP*) house fifty people in a community that also has access to high quality mental and medical healthcare and social services.

Such programs benefit from AIA's visible advocacy for congressional momentum, at a time when Federal support and funding appears to be waning. AIA can support the crafting of local and federal policy; via documented and built evidence of appropriate and relevant solutions (in plentiful supply throughout membership, in AIA Film Challenge entries, and other programs) we demonstrate to lawmakers that architects not only have a *will* to intervene in this crisis, but we also have a way to solve it.

Candidate for
2020 First Vice President/2021 President-elect

Bruce W. Sekanick, FAIA
AIA Eastern Ohio/AIA Ohio

1. Governance
For the last six years, I have been part of the transformation of AIA's governance, experiencing the changes first hand. I've had the chance to serve on two different boards as well as the new Strategic Council. These changes have had a significant impact on the AIA. The Board and the Council continue to evolve, and with each tweak or adjustment, are better able serve our mission and our members.

Through improved communications and a streamlined governance process, the board is more agile and capable. Improvements, however, still need to be considered. While most members of the board serve for three years, there are several who are limited to only one year. I continue to be concerned that this truncated term limits their full participation. The Council continues to evolve with a strengthened focus on research, work that is critical to the future success of the AIA.   By fostering this body of work, the AIA positions itself as innovator – on the leading edge of practice, the environment and design. Our patience for this work is needed.

The key to a strengthened organization is communication. Board and Council, CACE and component leaders all must be part of a process that keeps members informed and allows us to be heard. Our ability to communicate our actions, our concerns, and the efforts of the Council, Board and CACE needs to be an ongoing focus of the AIA. Through this process we become more informed and transparent.

2. Equity, Diversity and Inclusion
I believe that AIA's efforts to take the lead on issues of equity, diversity and inclusion provides us with a great opportunity to help firms succeed. The Equity Guides are a positive step toward guiding firms to create more inclusive environments.

As a firm principal, I have always sought to provide opportunities for those within my firm. I developed a program in 2011 that encouraged eligible employees to earn licensure. Through bonuses, study materials and paid time off for testing and study, I have helped advance a diverse group of employees who will soon lead my firm and this profession. Combined with policies that provide flexible work hours and support for working parents, the culture at my firm has influenced its diversity, which I consider to be our most valuable asset, allowing us to continue to grow and advance design excellence.

This past year, I participated as part of a statewide group to educate members on the benefits of equity and diversity within our profession. Equally, I have not only supported but actively encouraged members of my firm to take on leadership roles within the AIA, and this personal encouragement has made a difference. Emerging professionals from my firm have served as NAC chair, state and regional Associate Directors, and chapter presidents. I've championed others beyond Ohio by successfully nominating two Young Architect Award recipients. I strongly believe that the future of the profession will be positively impacted by the young people we support in our firms and chapters.

3. K-12 and Post-Secondary Education

For nearly six years, the AIA has been pursuing efforts to increase exposure of architecture to K-12 students. I believe that awareness is critical to the profession's future and that our ability to provide an early education is an important part of this effort.

While we often note that all buildings have an architect, few understand the impact of architecture on our communities. AIA can lead this change. Through programs offered to K-12 students, the AIA can expose them to the process of architectural thinking. From appreciation of architecture to problem solving, decision making and teamwork, the elements of architectural education can impact students exploring potential careers. Even for those who do not seek an architectural education, exposure to design creates an appreciation that will serve students, and our profession, well.

The AIA's role should include helping components share their successes in K-12 education, while providing new opportunities for innovative programming that meets the unique needs of students. The Institute can provide a general awareness and support local efforts to deliver knowledge about the profession to future architects. This concept needs to apply to post-secondary education as well. Consumers of architectural services in business and education need to understand the value that we bring. The AIA, along with NAAB, can collaborate on a broad perspective of architectural education that allows for more understanding of who we are, and what we do.

4. Advocacy

For more than 20 years, I have contributed to AIA's efforts on advocacy. As chair of the state PAC, I educated members on the importance of advocacy to the profession. In Ohio I informed public officials on the value of architecture and helped secure support for our Statute of Repose and Qualifications-Based Selection legislation. Currently, I am contributing to Ohio's Fair Payment Act. And this past year, I met with legislators, and prepared testimony and talking points, contributing to the successful opposition of Interior Design licensing that would have significantly altered the practice of Architecture in Ohio.

A member of the Board and Government Advocacy Committees, I've contributed at the national level as well. I have been a member and Chair of AIA's ArchiPAC Steering Committee. I helped develop the ArchiPAC EP Committee that brought the voice of emerging professions to AIA's PAC

efforts. And just this past year, I chaired the committee that is now working to revise AIA's policy and position statements. From securing a cosponsor for the initial NDSA bill to helping develop SpeakUp, my involvement nationally has been far reaching.

While many issues require our attention, the recognition of architects as leaders needs to be maintained. Deregulation remains a pressing concern. We need to demonstrate to the public, our legislators and our clients, the value that architects bring to our communities.

5. Climate Change, Sustainability and Resilience

As designers of the built environment, we have a responsibility to create buildings that serve our communities. As we strive to make buildings safe and to design environments that lift the human spirit, concerns for climate change need to be addressed in our design solutions.

Climate change, resiliency and sustainability are all matters that, when properly addressed, make our designs better. Like elements of the building code, our goal must be to offer solutions that provide the highest outcomes. Education for AIA members, developers and key policy makers is a key to success. Through shared knowledge and transparent communications, the AIA can demonstrate the value of sustainable design.

The greatest impact potential continues to be in our urban centers. With added building stock and through renovations, we have a significant opportunity to dramatically reduce our carbon footprint. This work, however, requires a collaborative approach. The AIA needs to be the link that connects our members, clients and developers with public policies to produce a roadmap for success. It will take continued focus and effort by the AIA to enact significant change.

With each new challenge, the AIA is positioned to be an integral driver of innovation in design and construction. Through existing relationships and education, we need to lead the effort to address climate change and better integrate a focus on environment within design.

6. Practice and Business of Architecture

During the last recession, architects became acutely aware of the vulnerability of our profession. With reduced workloads, members experienced layoffs and new graduates had limited opportunities for employment. Firms were faced with the possibility of closing their doors. This experience continues to drive change.

The AIA must promote prosperity within our firms. As firms prosper, so do our members. These initiatives should not be limited to business practices. We need to continue to help firms adapt and transform by making models of innovative practice available to members. The work of the Center for Practice, and the Council Work Group on Innovative Business Models must be more vigorously promoted for members to understand the opportunities that are available to them. It is through this shared information that the resources of the AIA become invaluable.

As a small firm owner, I have relied on my AIA experiences to push my firm forward. A program we created to advance licensure and promote employee growth earned my firm the IDP Firm Award. Aiming beyond our local community, we expanded our service area to include 22 states. And as a means of providing greater opportunities for employees, we become part of an entity that has allowed our small firm to be part of a new practice that expands collaborative business opportunities. These are only a couple of examples of an intentional culture change in our 103-year-old firm which we've enacted in order to focus on opportunities that make us stronger and more prosperous.

7. Housing

Affordable housing, or the lack thereof, is an issue that affects most communities regardless of size. Because of the differing needs and causes, solutions put forth are seldom one size fits all. The AIA can have an impact by working to bring together stakeholders to seek common solutions that can be applied to this complex problem.

Because affordable housing is not simply about design, we need to develop a collaborative body of experts that can bring together the various elements needed to bring about dignified, affordable housing. In addition to policy makers, mental health workers play an important part in developing a solution that will begin to address the unique demands of the housing crisis. With the development of a template which each community can use to address their own specific needs, we can come closer to finding solutions that work for those who are under housed or homeless. These solutions will come at a cost. It is crucial that we, as practitioners and advocates, work with policy makers and developers to create solutions that blend the needs of stakeholders while defending the dignity that affordable housing extends to our communities' most vulnerable citizens.

There are no easy answers, but the AIA can play a leading part by providing opportunities for all those involved to work collaboratively on acquiring the solutions that will help communities succeed.