2016 Journal of Work

AIA Strategic Council

AIA

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Executive Summary

The Strategic Council is the think tank of The American Institute of Architects. Its basic charge is spelled out in the Institute Bylaws: "***…to advance the profession of architecture by informing the Board and other Institute bodies of important professional issues and opportunities.***"

Toward that end, in 2016 the Council organized itself into nine study groups. Each group presented their findings and offered recommendations. From that collection of more than 70 recommendations, the Council identified the six ideas we felt were the most compelling for the AIA to consider at this point. At the December assembly, the Council identified from this list of six, two recommendations that emerged as the most significant:

- **Collect data from recent graduates, both from accredited and non-accredited programs, to better understand how they envision their career paths. We need to better understand why they make the decision for a career in architecture, and what aspirations they have when they graduate to best address needs of our newest members. (Refer to Page *18*.)**

- **Increase emphasis on resilience in the following ways: (Refer to Page *55*.)**
  ◊ Increase AIA funding and staffing resources.
  ◊ Acknowledge resiliency is a "health, safety and welfare" proposition. It is NOT just "sustainability" and it is NOT an option but rather a requirement of architectural services.
  ◊ Educate architects to deliver resilience principles as a matter of routine practice.
  ◊ Raise the visibility of the profession in AIA teams (LUDAT, SDAT, R/UDAT) to society broadly.

The remaining four ideas from the top six included:
- Local Architect-led Think Tanks/ Kitchen Cabinets: Developing resources for AIA Architects and local components to establish community-based "think tanks" and "kitchen cabinets" that foster direct relationships with local policy-makers so architect can become trusted advisor "insiders". (Refer to Page *31*.)

- Architectural Quality Index (AQI): Set the value of architectural design (in terms of energy use, building performance, water conservation, material content and durability, passive design principles, etc.) in an Architectural Quality Index with strategic partners. (Refer to Page *22*.)

- Centers for Architecture Best Practices: Identify, categorize and summarize exemplary community engagement programs (Architecture Centers) into working prototypes that can distributed as templates throughout the AIA network so that all levels of the organization have access to these programs and the execution tools for the implementation of these prototypes catered to individual component needs. (Refer to Page *37*.)

- Political Appointments and Architects as Candidates for Elected Office: Develop a "Political Campaign Primer" (i.e. How to Run for Office) for use by local components including best practices, creation of networks of existing architect officials and mentoring. (Refer to Page *30*.)

Additionally, three recommendations, all more internally focused on better positioning the Council to do its work, were named:

- Diversity training as a regular part of Strategic Council planning. (Refer to Page *19*.)

- Future training at next Strategic Council assembly. (Refer to Page *62*.)

- Recruit professional "Futurist" to the Council (with explicit task of curating "chatter" for consideration by the Strategic Council). (Refer to Page *62*.)

The Strategic Council was active in 2016. Though its main focus centered on the work of the study groups, Councilors were also involved in Board-level committees, Council committees, class projects and other endeavors. Some of these activities included outreach exercises in Detroit and Washington DC, establishing the Bethune Fellowship, creating a Council orientation video, updating the AIA green meeting guidelines and interacting with our membership in a variety of ways.

The promise of the Strategic Council remains strong. As we conclude this second year in existence, our potential to contribute to the Institute, to the profession and to society has become clearer. We offer this 2016 Journal of Work as a foundation upon which that potential will be increasingly realized with each coming year.

Introduction: Work of the Study Groups

One of the Strategic Council's charges is to engage in strategic planning for the Institute, resulting in presentation of a Strategic Plan for approval by the Board. This was a primary deliverable of the 2015 Council. Building on that work, we identified the strategic objectives from the plan as the logical springboard for the work of the 2016 Council. Councilors self-selected and organized themselves into study groups based on their expertise and passions.

We considered the strategic objective "relevance" as the lens through which we ought to see all of our thinking. "Relevance" is bigger than a single study group. It should inform everything we consider. We asked ourselves in all our work, "How does this idea make architects more relevant to their clients and our profession to society?"

By the same token, "prosperity"—in its broadest sense, was a filter through which we ought to subject any idea that comes from the Council. "How does this make architects, their clients and society prosper?"

The following strategic objectives (including their descriptions from the Strategic Plan) emerged as priorities and coalesced into study groups.

1. **CAREER PATHWAYS.** Foster a growing population of diverse, culturally competent, resilient, and knowledge-based design professionals.
2. **INFLUENCE**. Expand architects' power to effect change with key decision makers. (The Influence study group decided their work was best addressed by dividing into three groups considering influence in the financial, political and social realms; see below.)
3. **INNOVATION**. Redefine perceptions of the architectural profession by broadly disseminating effective models of entrepreneurship, collaboration, consulting design services, and corporate culture.
4. **OUTREACH**. Dramatically expand and enhance "touchpoints" in which the public can experience and interact with architects and architecture in their communities.
5. **POLICY**. Advance federal, state, and local legislation and regulations that advance the architect's role in the design of the built environment.
6. **RESEARCH**. Advance the study of evidence-based practices in architecture that lead to improved building performance.

Although a primary deliverable of the Council is the AIA Strategic Plan, the work of the Council ought not to be completely confined by the last Plan. Thinking outside the last strategic plan positions the

Council to compose the next strategic plan. Additionally, it is crucial to the charge of the Council to think big and to consider how all of our thinking influences the high altitude, game-changing ideas we as the Council can discover. We created another study group we called **THE NEXT BIG THING.**

These nine groups each identified a central question to guide their work coming out of the February Assembly:

1. **Career Pathways**: How do we encourage new career pathways for architects in response to societal changes and trends?
2. **Influence (a):** What event(s) can the Council formulate for local/state components to expand the influence of architecture and architects in the political realm?
3. **Influence (b)**: What event(s) can the Council formulate for local/state components to expand the influence of architecture and architects in the social/community realm?
4. **Influence (c):** What event(s) can the Council formulate for local/state components to expand the influence of architecture and architects in the financial realm?
5. **Innovation**: How do we harvest examples and how do we award/recognize innovation?
6. **Outreach**: How do we make architects approachable to the public?
7. **Policy:** How do we educate our members to own, sell, and build resiliency?
8. **Research:** How do we make connections; how do we make information accessible (BRIK, etc.)?
9. **The Next Big Thing:** These trendspotters are identifying internal and external big ideas which will exert influence on both AIA and Architecture, positioning architects as leaders of change.

The Study Groups worked throughout the year and presented their findings—including recommendations—in the following reports. A matrix of recommendations follows.

Study Group Reports

Matrix of Study Group Recommendations

ID	Study Group	Term	Opportunity	Reference Page Number
CP-13	Career Pathways	Long	Diversity training as part of the ethos for architects.	_19_
TNBG-01	The Next Big Thing	Near	Future training at next Strategic Council assembly.	_62_
TNBG-06	The Next Big Thing	Near	Recruit professional "Futurist" to the Council (with explicit task of curating "chatter" for consideration by the Strategic Council.)	_62_
IP-04	Influence (Political)	Long	Encourage Local Architect-led Think Tanks/ Kitchen Cabinets: Developing resources for AIA Architects and local components to establish community-based "think tanks" and "kitchen cabinets" that foster direct relationships with local policy-makers so architect can become trusted advisor "insiders."	_31_
IF-01	Influence (Financial)	Near	Architectural Quality Index ("AQI"): Set the value of architectural design (in terms of energy use, building performance, water conservation, material content and durability, passive design principles, etc.) in an Architectural Quality Index with strategic partners.	_22_
IS-05	Influence (Social)	Long	Centers for Architecture Best Practices: Identify, categorize and summarize exemplary community engagement programs (Architecture Centers) into working prototypes that can distributed as templates throughout the AIA network so that all levels of the organization have access to these programs and the execution tools for the implementation of these prototypes catered to individual component needs.	_37_
IP-02	Influence (Political)	Near	Monitor Political Appointments and Encourage Architects as Candidates for Elected Office: Develop a "Political Campaign Primer" (i.e. "How to Run for Office") for use by local components including best practices, creation of networks of existing architect officials and mentoring.	_30_
CP-04	Career Pathways	Near	Collect data from recent graduates, from both accredited and non-accredited programs, to better understand how they envision their career paths. We need to better understand why they make the decision to go to architecture, and what aspirations they have when they graduate to best address needs of our newest members.	_18_

ID	Study Group	Term	Opportunity	Reference Page Number
P-01	Policy	Near	Increase emphasis on resilience in the following ways: ▪ Increase AIA funding and staffing resources. ▪ Acknowledge resiliency is a "health, safety and welfare" proposition. It is NOT just "sustainability" and it is NOT an option but rather a requirement of architectural services. ▪ Educate architects to deliver resilience principles as a matter of routine practice. ▪ Raise the visibility of the profession in AIA teams (LUDAT, SDAT, R/UDAT) to society broadly.	_55_
IF-02	Influence (Financial)	Near	"Architectural Design Makes Dollars and Sense in Development" Campaign: In the appropriate media, highlight creative strategies or best firm practices that have been successful in demonstrating the value of design at all scales including alternative modes of practice involving virtual architecture, temporary installations, pop-ups or simulated environments to demonstrate design visioning can be an essential component that influences investment and financial lending practices.	_23_
IS-04	Influence (Social)	Long	Require a portion of continuing education credits that AIA members accumulate in an annual reporting period to be focused in leadership development in the social realm leading to service in an "Architect Without Borders" project at the component level.	_37_
IP-01	Influence (Political)	Near	Promote a local "City Architect" Initiative: Examine the successful (few) models where a form of architectural influence remains and explore the value of a re-fashioned, influential role for the "City Architect" within local government as an advocate, educator, elevator of public awareness and a voice for social equity, a resource for design thinking and community visioning, and a key steward of the built environment.	_30_
IF-07	Influence (Financial)	Long	Engage Design Review Boards and Guidelines: Mobilize architects to engage in design review boards and committees to reassert the architects' role in guiding design.	_25_
IP-03	Influence (Political)	Near	Develop Annual Position Papers or White Papers on Proactive Legislation or Deregulation: Advocate, educate and elevate public awareness by fostering issue-gathering efforts at the grassroots level and then developing resources to assist local components to facilitate proactive legislation ideation and action with AIA architects.	_31_

ID	Study Group	Term	Opportunity	Reference Page Number
IS-03	Influence (Social)	Near	Encourage component leadership to hold a permanent "educator liaison position" on their boards alternating between primary and secondary levels and allow for representation in local education to be engaged in the AIA and the profession of architecture.	_38_
CP-01	Career Pathways	Near	Encourage Knowledge Groups to be more inclusive of alternative career paths.	_18_
CP-02	Career Pathways	Near	Create a clear trajectory within the Institute for individuals to explore alternative career paths.	_18_
CP-03	Career Pathways	Near	Outreach to allied professionals.	_18_
CP-05	Career Pathways	Near	Collect data on the applied creative class to understand their interest in aligning with the AIA. Why do they see value in AIA membership?	_18_
CP-06	Career Pathways	Near	Conduct a scan of all architecture schools (400+/-) to identify the various alternative degree and certificate programs being offered.	_18_
CP-07	Career Pathways	Near	Ask firms to follow the 2015 Compensation Survey that provides guidelines for equitable compensation.	_18_
CP-08	Career Pathways	Near	Create a guide for recent graduates/students interested in architecture to educate them on potential challenges/ pitfalls/biases/injustices/inequities that they may face when entering the workforce. Provide them with tools that are easily digestible on ethical best practices so they can be informed and armed to address issues that may arise.	_18_
CP-09	Career Pathways	Near	Encourage firms to be transparent and educate employees about business practices and how day-to-day work relates to fees, profits, and ultimate prosperity.	_19_
CP-10	Career Pathways	Near	Understand the skills necessary and provide education/ support for those who have left the profession and are looking for ways to re-engage.	_19_
CP-11	Career Pathways	Long	Make profession attractive to future generations and retain generations we have (includes both compensation and survival of the profession in general as well as mentoring.)	_19_
CP-12	Career Pathways	Long	Develop knowledge based resources that support alternative career paths chosen by students and graduates of schools of architecture.	_19_
CP-14	Career Pathways	Long	Develop ways of staying in front of changing technology and the emerging practice.	_19_

ID	Study Group	Term	Opportunity	Reference Page Number
CP-15	Career Pathways	Long	Identify and find pathways to bring individuals with a vested interest back to the profession.	*19*
CP-16	Career Pathways	Long	Work with technology companies, or develop new software, to help firms project profits.	*19*
CP-17	Career Pathways	Long	Further development of allied members / membership.	*19*
CP-18	Career Pathways	Long	Add chapters to AIA Handbook of Professional Practice dealing with alternative revenue, services beyond construction documents.	*19*
CP-19	Career Pathways	Long	Explore changing the name of the AIA to no longer include the word "architects." ("American Institute of Architecture," for example). Also, consider a new logo.	*19*
CP-20	Career Pathways	Long	Change the perception of the profession to ensure our value to our clients, the public, and society. As a result, we should aim to improve our compensation and overall prosperity.	*19*
CP-21	Career Pathways	Long	Develop better relationships with allied professions to cross-promote our value.	*19*
IB-01	Innovation	Long	Share work done in knowledge communities, at local components, and in various other venues broadly with membership.	*42*
IB-02	Innovation	Long	Develop a "Ted Talk" format speaking engagement in multiple locations featuring practitioners who are breaking the mold by stepping into methods of innovative practice that expand the traditional model.	*42*
IF-03	Influence (Financial)	Near	Architects in Finance: Leverage AIA relationships and resources to engage with venture capitalists, private investors, lending institutions, national trade organizations and local financial institutions to influence their project evaluation processes and lending practices.	*23*
IF-04	Influence (Financial)	Long	Low Fees: Continue research into the origins of the commonly circulated low percentage fees for architects supporting the recommendations of the December 2015 "Report of the AIA Federal Architecture Task Group on the Federal Statutory Fee Limitation."	*24*
IF-05	Influence (Financial)	Long	Insurance Industry Value of Fees: Focus efforts and resources on governmental policies, programs, and regulations in the banking and insurance industries to properly account for architectural fees in both construction lending and replacement cost estimating to ensure that the full value of improved property can be considered in financing and adjusting protecting the full investment value of improving real property.	*25*

ID	Study Group	Term	Opportunity	Reference Page Number
IF-06	Influence (Financial)	Long	MREDs and the Construction Industry: Influence Masters of Real Estate Development courses at major universities in pro-forma development instruction to realistically value architectural services.	*25*
IP-05	Influence (Political)	Long	Advocate at the legislative and/or regulatory levels to ensure public access to natural resources: Advocate effectively for and influences policy that will result in permanent public access to natural resources (i.e. water, solar and wind access, and fertile soil) and ensure that they either remain in the public realm or are regulated to ensure reasonable availability to the public.	*32*
IP-06	Influence (Political)	Long	Encourage/Facilitate Political Campaigning and Election Effectiveness: Assist architects in becoming better political fundraisers, more strategic expenders of those funds, and more savvy lobbyists overall through a "Political Fundraising/Deployment Toolkit."	*32*
IS-01	Influence (Social)	Near	Develop leadership training in the social realm to expand upon the Leadership Institute and the AIA Center for Civic Leadership programs already in place.	*37*
IS-02	Influence (Social)	Near	Invest in a national "value of architecture" campaign marketed nationally and implemented locally that celebrates significant buildings in a one-day 'doors open' event in which important works of architecture both public and private are made available for the general public to tour in an "open house" setting similar to "Doors Open Baltimore."	*37*
IS-06	Influence (Social)	Long	Initiate an AIA Educator Fellowship program to provide summer workshops for teachers in primary and secondary education with architects in local components to collaborate on education programs, initiatives, and engagement opportunities for architects and the advancement of architecture as a learning objective in primary and secondary schools.	*38*
O-01	Outreach	Near	Develop a Strategic Convention Plan to Enhance the Membership Experience: Gain insight from our members and all Convention constituent groups on what drives their decision to attend Convention. Distance, host city, keynotes, tours, special events, continuing education, fellowship, exhibit floor, and other experiences.	*46*
O-02	Outreach	Near	Convention: Increase Emerging Professional participation – bring a youthful spirit to Convention.	*46*
O-03	Outreach	Near	Convention: Begin to explore the "virtual convention."	*46*

ID	Study Group	Term	Opportunity	Reference Page Number
O-04	Outreach	Near	Convention: Develop alternate MORE INTEGRATED opportunities to celebrate Fellowship that increases awareness of the significance of the honor.	*46*
O-05	Outreach	Near	Convention: Develop new models for learning BEYOND the classroom.	*46*
O-06	Outreach	Long	Convention: Create A CITY-WIDE EXPERIENCE that creates an increased awareness of the profession for thousands IN CELEBRATION OF ARCHITECTURE utilizing technology, promoting community and sharing knowledge broadly.	*46*
P-02	Policy	Near	Increase resources and staff who engage in planning and implementation of resilience efforts while eliminating redundant efforts and focusing on mission-critical initiatives. More staff members and funding are needed to take on this task in a proper manner that befits the scale of the issue and recognizes the crosscutting of this issue across the strategic initiatives of the AIA.	*52*
P-03	Policy	Near	Shift AIA Advocacy focus regarding resilience to placing AIA members and experts at the table in communities large and small.	*52*
P-05	Policy	Near	Focus disaster response efforts in two forms: SAP (Structural Assessment Protocol) trained volunteers and deployed teams that facilitate how communities can recover forward.	*53*
P-06	Policy	Near	Engage AIA members in NCARB's work in integrating resilience into its architect development and examination programs.	*54*
P-07	Policy	Long	Establish a matrix of legislation types with AIA staff and SGN members that can be distributed to the SGN and components of model policies, aligned efforts throughout the US. Legislation that promotes resilience effort and AIA support to those policies are key to advancing policies nationwide.	*55*
R-01	Research	Near	At local, state and regional levels—promote BRIK. We should make it more visible and valuable to members. At the national level, we should examine the pricing model, evaluate content management, acquire more practice relevant research and develop a broader promotion strategy.	*59*
R-02	Research	Near	Encourage the Knowledge Communities to capture practice relevant findings and upload that information to BRIK. BRIK will need resources to review and edit findings before they are posted to BRIK.	*59*

ID	Study Group	Term	Opportunity	Reference Page Number
R-03	Research	Near	Strengthen connections to the academy so that academic practice relevant research is more closely aligned with the needs of practitioners and industry.	*59*
R-04	Research	Long	The Research Guide prepared by the Research study group is developed into a robust guide that is updated annually and distributed/promoted to members.	*59*
R-05	Research	Long	Through an awareness campaign stressing the importance of conducting practice relevant research, every firm understands the benefits of conducting, documenting, and sharing its research.	*59*
R-06	Research	Long	Frequent mining of AIA provided research is viewed as an essential tool to a running a successful practice.	*59*
TNBG-02	The Next Big Thing	Near	List of top websites and publications engaged in future thinking/technologies.	*62*
TNBG-03	The Next Big Thing	Near	Development of Future Thinking guidelines and reading list.	*62*
TNBG-04	The Next Big Thing	Near	Develop joint Strategic Council/Board framework for ideation and resource development to inform budget and operating plan for following year.	*62*
TNBG-05	The Next Big Thing	Near	Engage outside data source for environmental "chatter" on issues of professional impact.	*62*
TNBG-07	The Next Big Thing	Long	Invite Futurists to convention.	*62*
TNBG-08	The Next Big Thing	Long	Have AIA Architects invited to Futurist conferences.	*63*
TNBG-09	The Next Big Thing	Long	Have major media outlets regularly write about architects' ideas on the future.	*63*
TNBG-10	The Next Big Thing	Long	Become go-to resource for the profession and public on design issues on a 20 to 30 year horizon.	*63*
TNBG-11	The Next Big Thing	Long	Develop a "visioning" partnership with the federal government to impact the design quality of our environment over the next 20 to 30 years.	*63*
TNBG-12	The Next Big Thing	Long	Act on what we can't yet imagine.	*63*
P-04	Policy	Long	Develop and designate research grants for long-term research initiatives tied to resilience via the Architects Foundation.	*52*

Career Pathways Study Group Report

Charge:

The AIA should consider how to actively encourage and support new career pathways for architects in response to societal changes and trends.

Summary:

We acknowledge that changes in society will impact firms, and that firms need to respond in order to remain relevant. By looking to our peers within our field, as well as outside of architecture to parallel industries, we have an opportunity to embrace new practice models. Much of the future of practice hinges on emerging professionals, who bring new skillsets to the profession and continue to root themselves in serving the public interest. We have an opportunity to foster new knowledge, promote individuals who bring diverse perspectives to every experience level in the workplace, and expand our reach into communities that do not have ready access to or a holistic understanding of the value of design.

Several themes emerged from interactions at "The Wall" at the AIA Convention in Philadelphia and through small group discussions among constituents within our regions throughout the year:

Students & Recent Graduates (aka Applied Creative Class):
- Students understand **technology** in ways that can profoundly inform practice. Beyond being able to quickly learn new software programs, the way they think is a product of growing up with technology. Practice needs to not only catch up and adopt the latest tools, but it is worth exploring overhauling how we produce documents themselves. Can we develop a new way to produce architecture that does not involve traditional drawings?
- There is a trend in current universities to **diversify** their programs further outside the traditional architectural degree. A couple of factors appear to have driven this diversification: dropping enrollment numbers and a demand by current students to broaden their expertise for better job marketability. This diversification is leading **alternative career paths** for graduates other than the traditional practicing architect, i.e. sustainable development, real estate, product design, construction management and social innovation to name
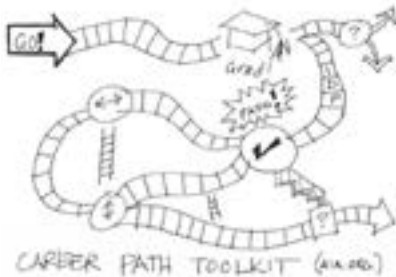
a few. These paths are originating in the universities in the forms of alternate degree programs, dual degrees and special certificates.

- Recent graduates envision the **practice of architecture as broader** than the type-cast "traditional practice." This is different from preceding generations. Practice is not only becoming broader in scope, but the way we practice is becoming more flexible and mobile. We need to find new ways to work without sacrificing the benefits of work/life balance. We run the risk of disassociation and loss of knowledge transfer by minimizing face-to-face interaction and collaboration. But we can expand our reach into new markets, and attract individuals to the profession who may not have been able to consider architecture as a profession otherwise.

- **Competition for talent** is ever-present in this profession. Firms need to enhance their commitment to fostering a culture that creates opportunities for employees to fulfill their desires, or lose that talent to other firms that are doing so.

Practice of Architecture:

- The role of **licensure** needs to be evaluated. While statistics show that licensure rates are increasing, recent graduates do not see licensure as an end-goal. Many recent practitioners (at all experience levels) are choosing to work for allied professions, including fabrication shops, construction companies, and engineering firms, for example, to obtain a broader understanding of the built environment. The AIA is wise to consider what affect this reality has on member value.

- There needs to be a focused effort to cross-promote the **value of architects** with our allied professionals. On projects we often find that contractors, consultants, project management teams, etc., who represent architects as uninformed and uneducated on job sites and in front of clients negatively impacts our work. If we had better relations with our allied professionals, we would be able to cross promote our services, rather than compete for ever-tightening budgets and fees. If our profession is to succeed, we need **better compensation**, and for that to happen our clients need to understand our value. But we can't do it alone. We need to foster a positive design and construction environment.

Diversity, Inclusion, Equity:

- There is a feeling by some members that as an industry we are stuck in the past. Architects are guilty of **implicit bias**. In what has too long been a "gentlemen's profession", incorrect assumptions continue to hinder progress for women and minorities. We are, as a profession, in the unenviable position of not knowing what we do not know. In some ways this bias

is "baked in" to the institutional structures of the academy and practice making our professional vulnerable to losing valuable members of our workforce.

- Over time, practice has solidified rigid roles and expectations for members on a project team. The changing dynamics of society and the evolution of practice present an opportunity for firms to take a new look at team dynamics and individual responsibilities and better mesh them with the capacities and talents of team members. In order to attract more diverse talent, firms need to consider how practice can change to **suit different lifestyles**. Because student debt is burdensome, and because of the time it takes to achieve financial stability, we are limiting our workforce. Mobility, flexibility, and better and more equitable compensation will help improve the competitiveness of our profession to recruit the best and brightest.

Conclusions:

- **"Career Pathways" refers to all experience levels in the profession.** We tend to focus our attention on unlicensed and just-licensed professionals in related discussions. We will miss important opportunities if we focus too narrowly with regard to career phases or generations. The AIA's role is to serve the profession as a whole.
- **Diversity and inclusion** are essential to move the profession forward. Firms need to look both internally and externally to better reflect the local and global communities they serve.
- **Eliminate the terms "traditional" and "non-traditional practice".** These terms imply that a "correct" mode of practice exists. A dynamic and changing world demands new models. We should encourage them rather than intensifying an unproductive rift in our profession.
- **Technology and technological acuity** is an essential part of the future of our profession if we are to remain relevant.

Relationship to the Strategic Initiatives:

- ✓ Knowledge
- ✓ Prosperity
  Sustainability
- ✓ Workforce

Relationship to the Strategic Goals:

- ✓ Elevate public awareness
- ✓ Advocate for the profession
- ✓ Advance knowledge and expertise

Additional Strategic Plan Considerations:
N/A

Opportunities:

Near Term (recommendations that can be acted upon within the next year):

Key Recommendation:
- **Collect data from recent graduates, from both accredited and non-accredited programs, to better understand how they envision their career paths. We need to better understand why they make the decision to pursue a career in architecture, and what aspirations they have when they graduate to best address needs of our newest members.**

  NOTE: Out of more than 70 recommendations offered by the Strategic Council in 2016, this was one of two deemed as the highest priority in importance at the December 8th Assembly in Washington, DC.

  The primary feedback by the Council in that Assembly related to this item provided that data collection should not be confined to recent graduates and should expand to all career stages. Another compelling idea suggested that "Career Pathways" be relabeled "Path to Value."

Other Near Term Recommendations:

- Encourage Knowledge Communities to be more inclusive of people in alternative career paths.
- Create a clear trajectory within the Institute for individuals to explore alternative career paths
- Outreach to allied professionals.
- Collect data on the applied creative class to understand their interest in aligning with the AIA. Why do they see value in AIA membership?
- Conduct a scan of all architecture schools (400+/-) to identify the various alternative degree and certificate programs being offered.
- Ask firms to follow the 2015 Compensation Survey that provides guidelines for equitable compensation.
- Create a guide for recent graduates/students interested in architecture to educate them on potential challenges/pitfalls/biases/injustices/inequities that they may face when entering the workforce. Provide them with tools that are easily digestible

on ethical best practices so they can be informed and armed to address issues that may arise.

- Encourage firms to be transparent and educate employees about business practices and how day-to-day work relates to fees, profits, and ultimate prosperity.
- Understand the skills necessary and provide education/support for those who have left the profession and are looking for ways to re-engage.

Long Term ('blue sky' recommendations that may not be immediately achievable but provide an aspirational direction):

- Make profession attractive to future generations and retain generations we have (includes both compensation and survival of the profession in general as well as mentoring.)
- Develop knowledge based resources that support alternative career paths chosen by students and graduates of schools of architecture.
- Diversity training as part of the ethos for architects.
- Develop ways of staying in front of changing technology and the emerging practice.
- Identify and find pathways to bring individuals with a vested interest back to the profession.
- Work with technology companies, or develop new software, to help firms project profits.
- Further development of allied members / membership.
- Add chapters to AIA Handbook of Professional Practice dealing with alternative revenue, services beyond construction documents.
- Explore changing the name of the AIA to no longer include the word "architects." ("American Institute of Architecture," for example). Also, consider a new logo.
- Change the perception of the profession to ensure our value to our clients, the public, and society. As a result, we should aim to improve our compensation and overall prosperity.
- Develop better relationships with allied professions to cross-promote our value.
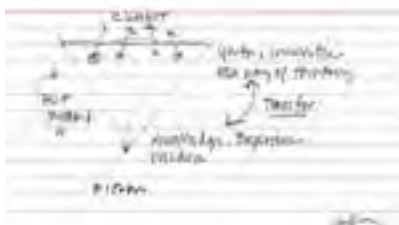
Recommendations to the Strategic Council:

- Promote service to society...architecture influencing society between the walls as a cornerstone of our ethos.
- Look at potential modes of collaboration/interdisciplinary practice (internal and external to our discipline) to regain lost ground and redefine/own our profession.
- Create working groups and/or task forces that address more specifically the following topics:
  ◊ diversity/inclusion/equity
  ◊ generation gaps & firm leadership transition

◊ our impact on service to society
◊ the future of technology
◊ the effect of the Applied Creative Class
◊ alternative career paths from non-traditional degree and
  certificate programs
◊ changing and new practice models
◊ needs of emerging professionals

Recommended Alignment Committees/ Organizations:

- Committees – YAF, NAC
- Knowledge Communities, Small Firm Roundtable, Large Firm
  Roundtable
- Collaterals – AIAS

Next Steps:
We recommend this study group's work continues next year.

However, we felt that this year's topic was too broad to tackle fully in one year. Our recommendation is to create a working group around Career Pathways that is more focused on one or two of the above-mentioned priorities.

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Influence – Financial Study Group Report

Charge:

AIA has the opportunity to strategically influence financial practices that impact design from Wall Street to Main Street.

The AIA can objectively establish a value proposition for design and professionalism in practice. Thinking strategically, we can have a positive impact and increase our effectiveness in influencing policies and practices related to the financial realm of the built environment. It is time for us to quantitatively and qualitatively measure and promote architectural value in the arena of real estate investment.

Summary:

WHAT?
As the AIA, we recognize architectural value but it is defined in real terms primarily by those outside the profession. To varying extents related to project type and scale, developers, real estate agents, lenders, investors, and city planners exert far more influence on the economics of design and construction than architects. There are opportunities for architects at all scales to exert an influential voice and reposition a quantitative and qualitative value for architecture in society. We can "index" value in an open and accessible way to the public in order to reframe the economic value proposition. We can redefine and emphasize the variables that can recalibrate value in terms of land use decision making including building performance, site responsiveness, health, resilience, and operational costs. Just as organizations such as the Urban Land Institute, Building Industry Association, National Association of Realtors and American Planning Associations have played a vital role in securing economic power and influence, so should the AIA operate more strategically within the financial sectors to ensure that value, compensation and the betterment of the environment remain within substantive control of the architectural profession.

WHY?
Architects are largely absent from the economic and real estate investment decisions that impact the built environment. Architecture services are viewed as a bureaucratic requirement rather than the key to achieving a better society. Increased responsibilities and liabilities for energy, material science, building performance and social equity have not been matched by appropriate compensation or

contractual fairness. Outside disciplines continue to erode the power and authority of architects, especially at the small firm scale. Our conversations with economists, bankers, planners, appraisers and design professionals confirms their perceptions that the AIA remains mostly focused on measuring profitability of architecture practice and its economic growth, monitored through our most publicly visible measure, the Architectural Building Index (ABI). Although there have been previous studies and attempts to quantify the value of design and architecture to influence financial networks and practices, the topic remains unattended and has not received the thoughtfulness necessary for a viable resolution. In the interest of the profession and its membership, the AIA needs to intensify efforts to assert architecture as a key element in the financial decision making practices related to the built environment.

Relationship to the Strategic Initiatives:
- ✓ Knowledge
- ✓ Prosperity
- ✓ Sustainability
- ✓ Workforce

Relationship to the Strategic Goals:
- ✓ Elevate public awareness
- ✓ Advocate for the profession
- ✓ Advance knowledge and expertise

Additional Strategic Plan Considerations:
N/A

Opportunities:

Near Term (recommendations that can be acted upon within the next year):

- ▪ <u>National</u> **- ARCHITECTURAL QUALITY INDEX ("AQI"):**
  As key players in the making of habitable spaces architects do NOT enjoy status as prime movers in defining or determining the quantitative value of those spaces. In our society, others define the economic value of architectural output.

  As an example, the real estate profession has successfully established the value proposition qualitatively in terms of class of space (i.e. Class A, B and C office space) and quantitatively in terms of $/sf. and has instituted a universal value-based indexing in the form of a "multiple listing service" ("MLS").

Land use value and trade has been reduced to a fictional construct caught in the myth of metaphor. While design roles and liability for outcomes lie within the profession, economic influence and authority over the valuation of living, working and playing rests outside the realm of the architect. For far too long the quality of design and effective stewardship of the built environment has been valued by non-architects from an economic standpoint. Just as the National Association of Realtors has set value in their MLS protocols so might the AIA have an opportunity to set the value of architectural design (in terms of energy use, building performance, water conservation, material content and durability, passive design principles, etc.) in its own ARCHITECTURAL QUALITY INDEX in conjunction with strategic partners.

nature
Appropriately calibrated use of land and resources

people
Lifestyle choices and patterns

AQI

built world
Life | Safety & Environmental Health
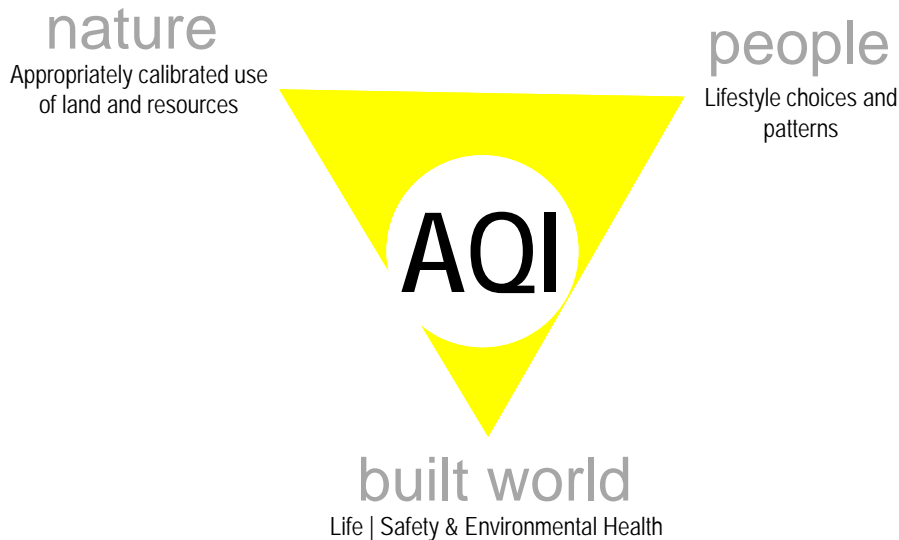
- National - **"ARCHITECTURAL DESIGN MAKES DOLLARS AND SENSE IN DEVELOPMENT" CAMPAIGN**
Architects, especially the 80% of the Institute's smaller firms, often find it difficult to express to their clients a correlation between design decision making and client profitability in pre-design while exploring land use development options. Communicating to the public in general and to private development interests specifically the value of design both for how it will support economic success and also save project expenses involves quantitative and qualitative analysis. Good design is good business…AIA needs to tell that story. The AIA has an opportunity to use its umbrella and highlight creative strategies or best firm practices that have been successful in demonstrating the value of design at all scales. Alternative modes of practice involving virtual architecture, temporary installations, pop-ups or simulated environments could also be analyzed for how design visioning can be an essential component that influences investment and financial lending practices.

- National/Local – **ARCHITECTS IN FINANCE**
Architects traditionally are not at "the table" when it comes to financiers evaluating potential design solutions from a financing and lending point of view. Influencing financial markets through design can be a challenge to communicate

and quantify. There is opportunity within the structure of the Institute to encourage and support architects at national and local levels so they can participate and become more influential with venture capitalists, private investors, lending institutions, national trade organizations and local financial institutions during their project evaluation processes. The Institute must develop the capacity to educate the financial markets and become a resource to lawmakers to include design and building performance considerations in lending practices. With proper knowledge our members could better engage and become a valued resource to lending and financial institutions and participate in leadership positions in these institutions where future projects are evaluated, approved and provided financial resources for their construction. AIA should develop strategies to empower business-minded members to serve on or become a resource to AIA boards of National, State and Local institutions to exert our influence and input as architects, and expand our reach.

Frank and Ernest

I TOLD YOU, MICHELANGELO, WE'RE GOING TO PUT UP ACOUSTICAL TILE!

Long Term ('blue sky' recommendations that may not be immediately achievable but provide an aspirational direction):

- **Societal Forces**
  These issues fall under the topic of financial influence and impact architectural practice financial performance. By successfully addressing the short term recommendations, these long term issues will also be addressed. Some of these areas include:

  a. **The Low Fees Quandary**
     Continue the efforts to research the origins of the commonly accepted low percentage fees for architects. Support the recommendations of the December 2015 "Report of the AIA Federal Architecture Task Group on the Federal Statutory

Fee Limitation." Establish the basis for an industry response and rebuttal to this preconceived notion without violating anti-trust provisions.

b. Insurance Industry Valuing Architects Fees
The AIA supports governmental policies, programs, and regulations in the banking and insurance industries to properly account for architectural fees in both construction lending and replacement cost estimating to ensure that the full value of improved property can be considered in financing and adjusting. Society is best served by legislative and regulatory reforms that protect the full investment value of improving real property, including the value of professional architectural services.

c. MREDs and the Construction Industry
The AIA needs to educate educators going forward. Strategic placement of architects in positions where significant curriculum input is possible could yield dramatic, positive long-term effects. For example, Masters of Real Estate Development courses at major universities often teach pro-forma development exercises with the preconceived notion that architectural design services should amount to a minimal, unrealistic portion (say, 3%) of the total development budget. This engrains behavior and perceptions among future decision makers as to what the architects' fees should be. Our future clients are being programmed with a false yet strident beliefs that architects charge too much.

▪ **Design Review Boards and Guidelines without Architect Participation**
In the last decade throughout the country, design review bodies have been formed to oversee of architectural design. These bodies often lack the necessary expertise to evaluate design and offer critical and relevant feedback. Coinciding with this oversight, city planning departments have been lobbying local decision makers to enact "design guidelines" as supplementary enforcement tools for their staffs to use when engaging with architects. These guidelines have proven to be problematic as they rarely account for not only economic forces but also the building codes, public safety, energy and environmental performance standards and site forces that are part of the comprehensive responsibilities and liabilities of the architect. The AIA must engage this issue and re-exert the architects' central role in the design process.

Recommendations to the Strategic Council:
Consider the impact of finance and real estate investment on the practice of architecture and continue to pursue possibilities to

engage our profession in that conversation. We can be effective by participating with professionals in real estate investment to enhance our awareness (and theirs) of these forces and the impact on architecture professional practices.

Recommended Alignment Committees/ Organizations:

The development of Financial Influence can be continued and enhanced with AIA resources from the following areas:

1. AIA Resource Research Center
2. Architecture Billing Index (ABI)
3. Practice Management Knowledge Community
4. Technical Design Building Performance
5. Committee on the Environment (COTE)
6. AIA Foresight Report
7. Sustainability Report
8. Building Research Information Knowledgebase (BRIK)
9. Business Architecture Awards – various chapters currently have these
10. "Good Design is Good Business" Awards - Architectural Record Magazine
11. Design Health Research Consortium (AIA, Architects Foundation, Association of Collegiate Schools of Architecture)
12. Research efforts from the Academy of Neuroscience for Architecture (ANFA)
13. Building Owners and Managers Association (BOMA)

Next Steps:

We recommend this study group's work move to the Board for consideration.

1. Solicit Board's feedback.
2. The Board shall consider developing a new way of financially evaluating the "economic value of design". By strategically shifting the conversation to why well-considered design makes financial sense, the Institute has an opportunity to inject into the country's national economic structure a new way of quantifying value and inserting into everyday practice a new "Index" for public consumption that takes into account factors such as building performance, materials effectiveness, energy consumption, water usage, resiliency capacity, passive design strategies, operating costs, etc.
3. The Board could consider tasking its resources (or the Strategic Council) with developing a presentation pitch based on the development of these recommendations including business cases of good design and its "bottom line" effects on owners and businesses. The presentation is to be aimed at

realtors, property appraisers and real estate lending institutions to establish a stronger presence and generate awareness in these organizations.

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Influence – Political Study Group Report

Charge:

What events or actions can the AIA Strategic Council formulate for local and state components to expand the influence of architecture and architects in the political realm?

"The AIA Strategic Council Political Influence Sub-Committee shall study proactive ways AIA Architects can have a positive impact and influence policies, practices and procedures related to (1) public policy decision making, (2) global thinking reflected in local built environment policy and practices, (3) local community development and growth patterns, (4) project design procurement methods, and (5) strategic partnerships or alliances."

Summary:

Politically-rooted influence can derive from a variety of strategies including but not limited to civic leadership or service, direct involvement from within existing power structures and leveraging specialized expertise. In order to garner meaningful political influence, AIA architects should be fulfilling multiple, key roles in society such as:

1. serving in the capacity of a local decision maker as an elected or appointed official;
2. participating in community based organization or quasi-governing bodies that advise decision makers;
3. visioning innovative solutions by bringing design thinking to local think tanks and decision makers;
4. becoming a trusted advisor by counseling decision makers in matters of land use and the built environment;
5. garnering greater access to elected officials through political fundraising and campaign contributions;
6. generating legislative initiatives to advance the profession of architecture and service to the public;
7. advocating publically and in the media for policy or regulatory changes;
8. offering professional expertise in a variety of media to elevate public awareness;
9. serving in a professional architectural capacity within institutions and government;
10. establishing AIA architects in the public mindset as thought leaders with unique expertise;

11. organizing community conversations about making cities and stewardship of the built environment; and

12. asserting greater control over procurement processes and the methods for selecting architects.

Meaningful politically-rooted influence takes time to nurture, both in terms of solidifying necessary relationships as well as developing an effective pipeline of leadership and community-based advocates. Other disciplines (city planning is a notable example) have shown far greater ability to maintain influence by embedding thought leaders within the structures of local government and to exert an influence in the areas of community development, urban design, design guidelines, design review board staffing, sustainable policy, and unionized representation.

Having been pushed from the inner circle of local governmental influence, our profession cannot rely on the hope that societal desire for design will ensure continued relevance. AIA can usher in substantive change in current power structures, recognizing the gaps in architects' influence today and formulating a near-term and long-term influence-focused strategy to re-exert thought leadership. This strategy must account for disparities in financial capacity and human resources available in firms that range from the sole practitioners to firms of thousands of employees. It must also promote involvement or participation at all levels from firm principal to emerging professionals. This strategy must also look outside the profession itself through collaborations, partnerships and strategic alliances in order to ensure that new garnered influence is stabilized and secure from outside interests.

Relationship to the Strategic Initiatives:
✓ Knowledge
✓ Prosperity
✓ Sustainability
✓ Workforce

Relationship to the Strategic Goals:
✓ Elevate public awareness
✓ Advocate for the profession
✓ Advance knowledge and expertise

Additional Strategic Plan Considerations:
N/A

Opportunities:

Near Term (recommendations that can be acted upon within the next year):

- **Monitoring Political Appointments and Running Architects as Candidates for Elected Office**
  Nurturing talent is fundamental to any organization. The Institute holds the strategic capacity to encourage architects with design thinking capacity and leadership skills to seek and obtain appointments to local planning and zoning committees and design review boards, and to run for local and state elected offices such as for state legislators, city council members, and school boards through a "Political Campaign Primer" (a "how-to" manual for running a political campaign) developed at the National level for use by local components. However, such an effort needs metrics that are currently missing. How many AIA Architects are currently serving in appointed or elected office? What was the key to their success? Do they have a network to consult with one another? Are they a resource to get others elected? Also, understanding and identifying potential conflicts of interest by serving in elected or appointed positions regarding awards of public-sector work also need to be addressed and resolved. (AIA National, SGN, PAKC, CCL)

- **Promoting a local "City Architect" Initiative: Influencing Positive Change from Within**
  In years past it was common practice within local governments, for a City Architect, with staff resources related to the city's size, to lead planning and growth aspirations in the formative years of major cities across the nation. In recent decades, this important voice has been diminished. Often it has been budgetary concerns that have relegated this vital role to subservient levels of authority within departments of engineering or public works. The Influence Study Group researched today's Top 100 U.S. Cities by population and found that only 18 have a "City Architect" position(s) with specific responsibilities and roles. Authority of this office varies from city to city. A handful of models exist, however there is an opportunity to fashion a new, more community-oriented, "City Architect" for the 21st century. This individual(s) would be a voice for the importance of public space, a steward of the local built environment, a resource for new resilience and public health opportunities and a "curator" who can visually communicate and exhibit locally the value of architecture in the community. The AIA should consider and document the models where a form of architectural influence from within remains and

explore the value of a re-fashioned, influential role for the "City Architect" within local government as an advocate, educator, source for public awareness, voice for social equity, leader of design thinking and community visioning, and a key resource for the environment. (AIA National, SGN, CACE, PAKC, CCL)

- **Developing Annual Position Papers or White Papers on Proactive Legislation or Deregulation**
  Proactive, design-led or practice-based legislation or deregulation represents an underutilized opportunity to influence society and the built environment The AIA should advocate, educate and elevate public awareness by fostering issue-gathering efforts at the grassroots level and then developing resources to assist local components to facilitate proactive legislation ideation and action with AIA architects. Strategic opportunities exist locally, regionally and nationally. How might the Institute better determine the regulatory and legislative opportunities? (AIA National, SGN, CACE)

Long Term ('blue sky' recommendations that may not be immediately achievable but provide an aspirational direction):

- **Encouraging Local Architect-led Think Tanks/Kitchen Cabinets**
  AIA can develop resources for AIA Architects and local components to establish community-based "think tanks" and "kitchen cabinets" that foster direct relationships with local policy-makers so architect can become trusted advisor "insiders". Many major metropolitan areas have "Centers for Architecture" in place. AIA National is exploring a national Center as well. Pilot programs could be developed through these entities and the Institute could also survey local components to uncover best practices already in place. Collaborating with the AIA's Center for Civic Leadership there are opportunities to expand their current programming. The Institute could assist in (1) developing a bi-annual "Bootcamp" on running a successful campaign for elected office, and (2) establishing an AIA Academy for Emerging Professionals to train in matters of strategic political advocacy and influence (Advocacy Committee's SpeakUp Conference), and (3) providing funded Fellowship opportunities for academy graduates to spend a year on the staff of an elected official at the state or local level (similar to the Enterprise Foundation's "Rose Architectural Fellowship" that places emerging leaders in community development departments and private non-profit organizations)

- **Advocating at the legislative and/or regulatory levels to ensure public access to natural resources**
  Recent trends indicate a growing acquisition of natural resources and materials by private corporations. The pharmaceutical industry practices are a grim exemplar of the social equity issues inherent in the privatization of fundamental goods needed for human survival. If architects are truly to be stewards of the built environment, their influence is directly tied to the availability and sustainable use of natural resources and materials. From a "strategic" standpoint, it is essential that our profession advocates effectively for and influences policy that will result in permanent public access to natural resources (i.e. water, solar and wind access, and fertile soil) and ensure that they either remain in the public realm or are regulated to ensure reasonable availability to the public.

- **Encouraging/Facilitating Political Campaigning and Election Effectiveness**
  Assist architects in becoming better political fundraisers, more strategic expenders of those funds, and more savvy lobbyists overall through a "Political Fundraising/Deployment Toolkit" developed at the AIA National level for use by local components. AIA SGN involvement/coordination could be useful. Develop tools and resources so that AIA architects can become more influential in local political campaigns by hosting candidate forums, mixers, and candidate endorsement interviews through a "Political Friendraising Toolkit" developed at the AIA National level for use by local components. AIA|SGN and CACE involvement/coordination could be useful.

Recommendations to the Strategic Council:

The Political Influence Study Group encourages the Strategic Council to consider the above opportunities, refine them as necessary, and recommend implementation of the near-term concepts to the National Board of Directors. In addition we recommend the Board explore ways to develop "influence-based" expertise to pursue longer-term opportunities, disseminate them to the appropriate network within the Institute and develop metrics to monitor progress over the next several years.

Recommended Alignment Committees/ Organizations:

- AIA National
- State Government Network
- CACE
- Center for Civic Leadership
- Public Architects Knowledge Community

Next Steps:

We recommend this study group's work be forwarded to the Board for comment and appropriate action.

We recommend this study group's work continues next year.

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Influence – Social Study Group Report

Charge:

What events or actions can the AIA National Strategic Council formulate to local/state components to expand the influence of architecture and architects in the social realm?

> *Existence is no more than the precarious attainment of relevance in an intensely mobile flux of past, present, and future.*
> *-Susan Sontag*

Summary:

The Strategic Council Social Influence Study Group work process began with conversations focused on purpose, goals, and outcomes for the year. These early discussions provided an initial framework for developing specific subject areas, target audiences, and pertinent issues. Discoveries and ideas were combined and simplified forming stakeholder groups tied to the influence of architecture in the social arena defined through the lens of leadership, community, and education. These three aspects of the social realm are pertinent to expanding the influence of the AIA, architects, and architecture.

> *Leadership is not about a title or a designation. It's about impact, influence and inspiration. Impact involves getting results, influence is about spreading the passion you have for your work, and you have to inspire team-mates and customers.*
> *-Robin Sharma*

The first area of focus includes leadership roles and leadership development in the social realm and community at large. Positions of leadership have the potential to elevate public awareness and can place architects as influencers to our most compelling social challenges connected to the built environment. In addition, access to and relationship building opportunities with those in leadership roles could also advance the social influence of the AIA and architects.

> *The people who influence you are the people who believe in you.*
> *-Henry Drummond*

The second area of focus is in the public realm with target audience groups to include business owners, civic leaders, and social advocates. Some of the most pressing issues to this target audience encompass health, safety, welfare, public perception, visibility to the public, resilience, sustainability, and building health. The AIA is well positioned to be actively engaged in this demographic and participate directly in these pertinent issues.

> *Teachers affect eternity; no one can tell where their influence stops.*
>
> *-Henry Brooks Adams*

The third area of focus is in education with target audience groups comprised of primary education, secondary education, vocational training, higher education, and professional training. Some applicable issues to this target audience include education costs, work experience, technical skillsets, professional preparation, non-traditional practice, and career opportunities, and career training/development.

The Strategic Council Social Influence Study Group has made significant strides in advancing the understanding of areas of social influence to the AIA, and taken steps to categorize this information into a coherent working context with which to structure future work. The groundwork in 2016 has been developed as a basis for creating initiatives and potential actions to address specific topics in social influence moving forward.

Relationship to the Strategic Initiatives:
- ✓ Knowledge
- ✓ Prosperity
- Sustainability
- ✓ Workforce

Relationship to the Strategic Goals:
- ✓ Elevate public awareness
- ✓ Advocate for the profession
- ✓ Advance knowledge and expertise

Additional Strategic Plan Considerations:

The following is an excerpt from 'Center Support Proposal – Public Engagement is Local'

Making AIA relevant to the public: It's Called a Local Architecture Center

In February 2015 AIA announced the ambitious goal to 're-connect the public with architecture and position new generations of architects as catalysts of growth and visionaries of renewal.' We among the Big Sibs Chapters endorse this ambition and believe that achieving this goal is critical to the health, economic vitality and prosperity of the profession. In its announcement of the goal, AIA's consultant Roy Spence said "we realized early on that we needed to get the public… to see, appreciate and be inspired by the architecture around them…" Spence's statement, particularly the idea that the best way for people to connect with architecture is focusing on what is around them actually identifies the best process for success. To achieve this goal, AIA must invest in programs, events and activities that connect people and architecture at the local level. Architectural appreciation is fostered by celebrating the architecture that is around people; architectural inspiration is local. The AIA is a network of chapters some large, some small that are ideally suited for this endeavor. In particular, the Big Sibs is a highly productive, collaborative and effective network of large chapters. The national organization should take advantage of this energy to engage the public, delegating an increasingly important piece of its mission to the Centers who are more capable of direct engagement. Centers for architecture are cultural institutions in the cities where they operate, driving outreach, education, content production, membership services and legislative affairs. Indeed, the ability to captivate the general public's attention, raise its design intelligence and encourage it to engage architects more broadly can most effectively be pursued through local, urban and "retail" interactions rather than through national campaigns. Likewise, smaller chapters and those without centers are providing local content through tour and lecture programs. Through pop-up public events, shared exhibits and compelling programming, all chapters, no matter their size are the best vehicle for public interaction. While "I look up" promotes the idea of engaging the public, it is an advertising campaign. To truly win the public's hearts and minds we also need to meet them where they live: their neighborhoods, communities, towns and cities. We propose that AIA invest in this agenda and provide financial resources to encourage and expand local efforts. We propose general funding for chapters with Centers but also a menu of grant ideas for all chapters. These grants, while funded by AIA, should be reviewed by a committee that includes the Big Sibs. We believe that our significant experience with direct public interaction will of great

value in this endeavor. Areas to be covered by these grants might include, but not limited to:

1. *Adult education including lecture series and other types of classes*
2. *Exhibitions, emphasis on those shared with local additions to make them relevant to the host city. These exhibitions would elevate awareness of the built environment*
3. *K-12 in-school and out-of-school programming including STEM curriculum*
4. *Tours: local architectural history, local neighborhoods etc.*
5. *Programs that would encourage partnerships between Centers and smaller Chapters*

The role of Chapters with Centers would be to develop an easy "template" or how-to guide for implementation for all the above items whether they are housed with a chapter or not. In addition, we would create a tool kit on how to start a Center including options for temporary or pop-up centers in smaller towns or special interventions in neighborhoods. In addition, we would also share K-12 curriculum for STEM and other programming.

Opportunities:

Near Term (recommendations that can be acted upon within the next year):

- **Leadership area of focus** – Develop leadership training in the social realm to expand upon the Leadership Institute and the AIA Center for Civic Leadership programs already in place. At the AIA National level, a comprehensive bundled program could be created to deliver to components to use as a year-long training program for local membership enabling the entire organization to have access to the tools and resources available to develop leaders in the social realm. A continuing education track could be formalized around the bundled series of learning units to promote completion of the training and develop comprehensive leadership skills in membership at the component level.

- **Community area of focus** – Invest in a national "value of architecture" marketing campaign that celebrates significant buildings at all local levels of AIA component organization. Nationally marketed, but local implemented, a one day "doors open" event in which important works of architecture

both public and private are made available for the general public to tour in an "open house" setting. This would raise awareness of architecture and engage the community directly in social outreach. In the Middle Atlantic Region, the Baltimore Architecture Foundation conducts a highly successfully program called "Doors Open Baltimore" which may be used as an existing program for study and development of a prototype that could be emulated by other components for this effort.

- **Education area of focus** – Encourage component leadership to hold a permanent "educator liaison position" on their boards. This position could rotate between primary and secondary levels and allow for representation in local education to be engaged in the AIA and the profession of architecture. It may spawn ways for architects to work with educators to promote the value of architecture and the profession. A network of educator liaisons could be assembled nationally, and these individuals could be brought together to assist the AIA with engagement in schools by expanding the relevance of architecture in the curriculum.

Long Term ('blue sky' recommendations that may not be immediately achievable but provide an aspirational direction):

- **Leadership area of focus** – Within the AIA, require a portion of continuing education credits that AIA members accumulate in an annual reporting period to be focused in leadership development in the social realm leading to service in an 'architect without borders' project at the component level. This would first require resources and efforts to expand the "Architects Without Borders" program to all regions and components that can support an initiative similar to that operating in Seattle, Austin, Oregon, etc. The social influence would impact both through expansion of AWB and development of individual AIA member skillsets related to social leadership.

- **Community area of focus** – There are numerous AIA community engagement programs across the country already in place among components with existing local membership initiatives. With extensive research and assistance from AIA National staff, we recommend that exemplary programs be identified, categorized, and summarized into working prototypes that can be distributed as templates throughout the AIA network so that all levels of the organization have access to these programs and the execution tools for the implementation of these prototypes catered to individual

component needs. Architecture centers could serve as an impetus for this effort (see additional strategic plan initiatives for more information.)

- **Education area of focus** – Sponsor the initiation of an AIA Educator Fellowship to establish a program to provide summer workshops for teachers in primary and secondary education with architects in local components to collaborate on education programs, initiatives, and engagement opportunities for architects and the advancement of architecture as a learning objective in primary and secondary schools. The goal of this initiative is for the AIA to actively engage local schools and assist in implementing curriculum that promotes architecture and the profession. It also serves to bring together architects at the local level with secondary education both teachers and students.

Next Steps/Recommendations to the Strategic Council:
We recommend this study group's work continues next year.

The Strategic Council Social Influence Social Group initiated important work that could impact how the AIA proceeds on the topic of influence in concert with meeting the strategic objectives of the AIA 2016-2020 Strategic Plan. Specific recommendations for the group and its activities to continue advancing this body of work are as follows:

1. The Strategic Council Social Influence Group continues working for a minimum of at least one additional year. At the end of next year, the group will issue another summary report outlining activities and actions taken in 2017 as well as recommendations for the future.

2. The Strategic Council Social Influence Group shall be further organized to contain three groups (with no less than three members per group) based on the areas of focus for AIA influence identified this year: Leadership, Community, Academia. Each subcommittee will use 2017 to further develop initiatives and actions that address their particular topic area.

Recommended Alignment Committees/ Organizations:

In the realm of Leadership:

- AIA National Leadership Initiatives (AIA staff)
- AIA Member Group - Center for Civic Leadership
- AIA Member Group - SFx (Small Firm Exchange)
- Public Architects Committee (PA)

In the realm of Community:
- Existing Centers for Architecture
- AAO (Association of Architecture Organizations)
- Architects without Borders

In the realm of Education:
- AIA National Education Committee
- Committee on Architecture for Education (CAE)
- AIA Member Group – The Academy
- AIAS

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Innovation Study Group Report

Charge:

Innovation in our business practice is crucial to our relevance and viability as a profession. What can we do to bolster efforts of firms to innovate in productive ways?

Summary:

We believe there are three basic strategies for encouraging firms to more productive practice.

- EXTRACT: How do we harvest examples of exemplary business practices? How do we award/recognize them?

- EDUCATE: How do we communicate practices to the academy and AIA members? How does this influence life-long education?

- EXPAND: How do benchmark to other professions?

Relationship to the Strategic Initiatives:
- ✓ Knowledge
- ✓ Prosperity
-   Sustainability
- ✓ Workforce

Relationship to the Strategic Goals:
- ✓ Elevate public awareness
- ✓ Advocate for the profession
- ✓ Advance knowledge and expertise

Additional Strategic Plan Considerations:
N/A

Opportunities:

Near Term (recommendations that can be acted upon within the next year):

Be certain that we present truly innovative educational sessions as an organization. (The work of Neri Oxman at the 2016 Convention is a recent example of innovative thinking that could influence practice).

Long Term ('blue sky' recommendations that may not be immediately achievable but provide an aspirational direction):

A great deal of quality work is occurring within knowledge communities, in local components, and in various other places within AIA. Sharing is a challenge--it is difficult for members to know about or access the knowledge that is being created and cultivated. Is there an opportunity for a new sharing platform? In many of our larger components, centers for architecture serve as a means to gain access and interface with the greater public. But, not every market has that opportunity, and we need to find another way to share.

We propose developing a "Ted Talk" format speaking engagement in multiple locations featuring practitioners who are breaking the mold by stepping into methods of practice which are considered innovative. These talks are to focus on EXPANDING traditional practice, not alternatives to traditional practice. The goal is to expose the average traditional practitioner to methodology that might help them expand their practice and become more prosperous. Participants would attend a live local talk on one of the topics. There might be multiple locations throughout the country that offer talks simultaneously. Each talk would be recorded and later uploaded to a destination website and promoted.
Examples of potential topics
1. Research in practice
2. Procurement of Furniture and equipment within Practice
3. Architect as Program Manager/Owner's Representative/CM Agency
4. Architect as Gallery Owner
5. Architect as Design/Build fabricator...maker of built form.
6. Architect as Brand developer, including graphic design.

Presentation video on relevant topics that exists now and that is generated in the future could be curated and added to this archive whether it is generated within this forum or not.

Next Steps/Recommendations to the Strategic Council:

Assess our findings and provide suggestions on extending current study work, future study groups, and any evolution of the work that needs to be addressed by the Council.

Recommended Alignment Committees/ Organizations:
We recommend this study group be sunsetted at the close of this year.

We believe the work of this group is integrally weaved through the other study groups.

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Outreach Study Group Report

Charge:

The AIA national convention should be more relevant to the profession—beyond our membership—and to society and should provide direct linkage to the current AIA public relations campaign.

Summary:

The AIA National Convention, with the guidance of the Board, the Strategic Council, and other advisory groups, has the opportunity to increase attendance threefold, and become NOT-TO-BE-MISSED under the premise of taking a 'very good' experience and making it a 'great' experience. While current convention attendance nears 18,000, only one third are architects. The AIA National Convention has been operating under a 'same-but-better' scenario for years. While each year offers new programs, and opportunities to advance fellowship, education, and advocacy, we are concerned that with increasing competition from allied industries with innovative convention experiences, the convention will soon lose relevance and become obsolete.
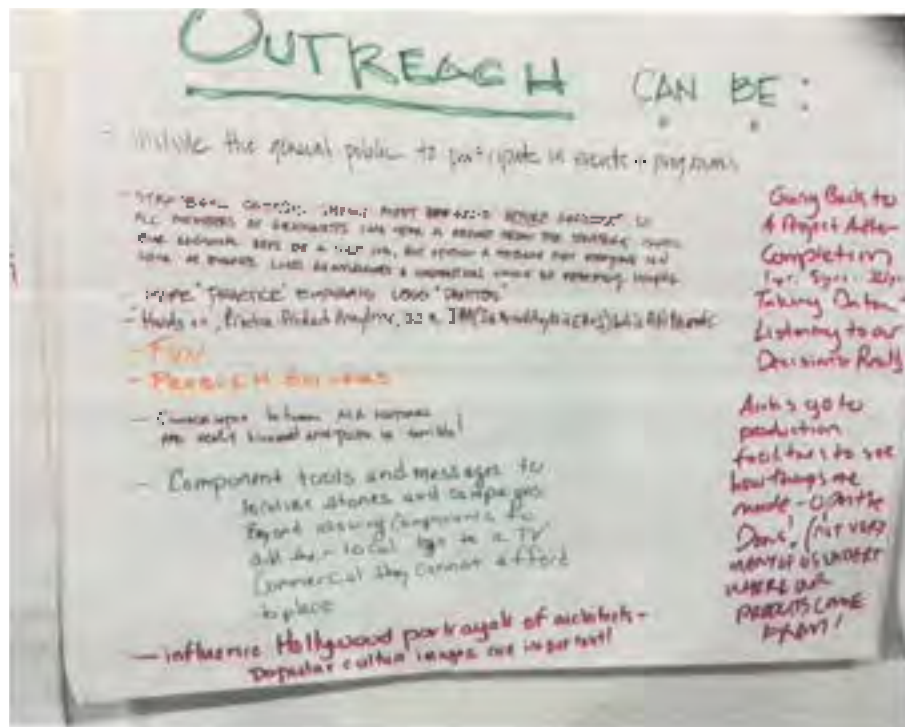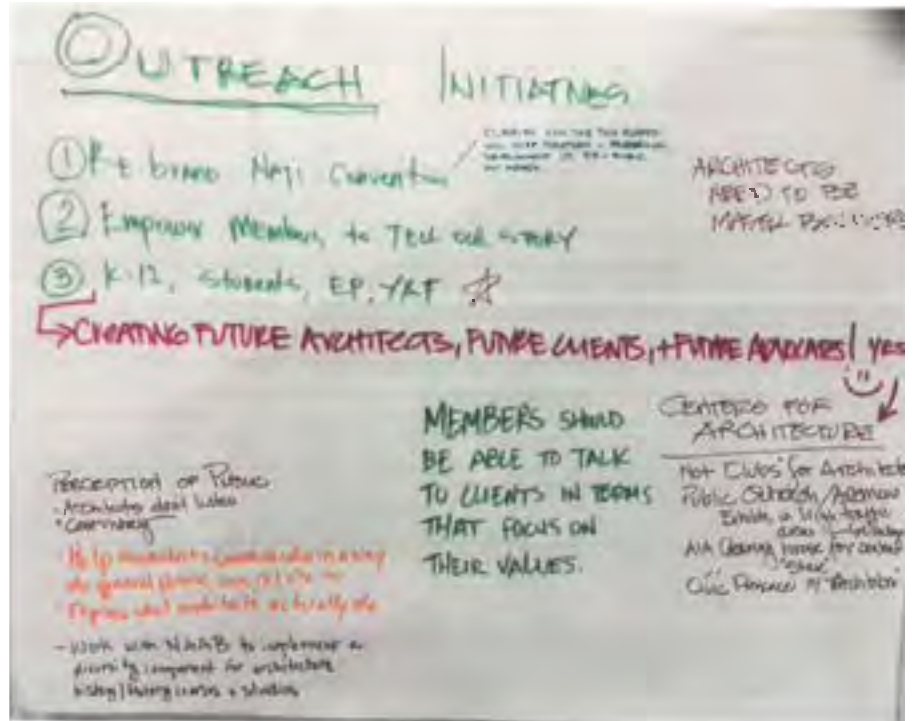
Relationship to the Strategic Initiatives:
- ✓ Knowledge
- ✓ Prosperity
- ✓ Sustainability
- ✓ Workforce

Relationship to the Strategic Goals:
- ✓ Elevate public awareness
- ✓ Advocate for the profession
- ✓ Advance knowledge and expertise

Additional Strategic Plan Considerations:
N/A

Opportunities:

Near Term (recommendations that can be acted upon within the next year):

- Develop a Strategic Convention Plan to Enhance the Membership Experience
    - ◊ Survey the landscape.
        - Gain valuable insight from our members and all convention constituent groups on what drives their decision to attend Convention. (Distance, host city, keynotes, tours, special events, continuing education, fellowship, exhibit floor, and other experiences.)
        - Benchmark truly visionary convention experiences. What makes them "zing"?
- Increase Emerging Professional participation–-bring relevance to convention
    - ◊ Increase EP-focused tracks.
    - ◊ Gain a deeper understanding of how millennials learn, communicate, collaborate, and socialize and adapt and develop tracks accordingly.
    - ◊ Bring generations together by strengthening opportunities to connect emerging professionals and AIA Fellows.
- Begin to explore the "virtual convention".
- Develop alternate MORE INTEGRATED opportunities to celebrate Fellowship that increases awareness of the significance of the honor.
- Develop new models for CEU tracks including learning BEYOND the "classroom".

Long Term ('blue sky' recommendations that may not be immediately achievable but provide an aspirational direction):

- Create definite, visible and long-term connections to the community that hosts the convention.
- Create a city-wide experience that creates an increased awareness of the profession for thousands in celebration of architecture.
- Utilize latest and emerging technologies to enhance the attendees experience in every aspect of the convention.
- Create a successful model for knowledge sharing that can be adapted to the regional and state levels.

Next Steps/Recommendations to the Strategic Council:
We recommend this study group's work continues next year.

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Policy Study Group Report

Charge:

How do we educate our members to own, sell and build resiliency?

With regard to policy, we felt a focus on resilience was most appropriate as a crosscutting topic at the core of health, safety and welfare responding to rapid changes, challenges and projected risks to our communities and for the profession.

- *Conduct a scan of the AIA including components, structure and governance to understand the state of engagement on the subject.*
- *Evaluate in-place resources and efforts that are already underway.*
- *Gather information on external partners and relevant documents from governing bodies, including legislation regarding resilience measures with the goal of discovering further opportunities, overlaps and gaps.*

Summary:

Introduction
1. Context
2. Examining the Role of the Architect
3. Integral coordination of AIA efforts and synergy (leverage existing knowledge groups)
   - External partnerships and additive work to knowledge
   - Education of the Architect by AIA and future Architects
4. Funding History of research and innovation – Resilient Futures
5. AIA engagement and visibility
6. Education of the Architect by AIA and future Architects
   - Policy networks through existing resources
7. Recommendations
Conclusion

Introduction

Quite simply, resilience is the imperative of our time. Architects are uniquely positioned to answer that call. Our role in attaining resilient communities is the subject of our recommendations. The challenges we face in creating resilient communities are immense and push us in virtually every aspect of who and what we are as the AIA. The AIA plays a pivotal role at this critical moment in providing leadership, expertise and value to preserve the health safety and welfare of communities around the globe.

1. Context

Since the formation of our study group a few key numbers and trends have emerged to emphasize the research and recommendations. While they reflect challenges in current terms the foundational data is decades old.

- This year the United States has spent $29 billion on resilience and disaster mitigation directly related to the built environment.
- Damage and losses for the year are on track to be the highest on record, exceeding $75 billion. The number of displaced and affected people in 2012 was 61.2 million worldwide. That number is estimated to be 70 million by the end of 2016. Hurricane Matthew caused estimated damages of $6 billion and 1.5 million people were displaced in Florida alone. Millions more were displaced along the east coast.
- The 2016 Louisiana flooding, the worst US disaster since Hurricane Sandy, caused estimated damage exceeding $30 billion. 146,000 homes were damaged by flooding, 265,000 children were kept from school and the ongoing economic loss represents 21% of the total economy of Louisiana.
- The 2016 drought in California, flooding in the Upper Midwest, and severe tornados throughout the Gulf Coast and Midwest all caused significant disruption. Globally, $90 trillion in investment in infrastructure is needed by the year 2030 to avert major disruptions.
- Since 2007, 80% of Americans were affected by climate-related disaster.
- The number of people living in mapped FEMA flood zones stands at 62 million. Over the past 30 years, we have lost 20 million people and $4 trillion in property loss and replacement. Projecting forward at that pace, by the year 2100 we can expect $200 trillion in property costs and 550 million people displaced due to natural and manmade disasters.

History is clear that threats to the built environment and to communities have been increasing steadily over the decades. In 2016, though the challenges we faced were not decidedly worse than those experienced in previous years, we have seen more extensive news coverage connecting disaster and the need for resilience. Our projections for the future are sobering and illustrate the magnitude of the work ahead for communities throughout our country and beyond.

2. Examining the Role of the Architect - Resilience

Licensure of the professional architect is directly tied to the responsibility for health, safety and welfare in the built environment. Over 80% of the disasters assaulting our built environment are

directly related to changing environmental conditions. Based on that responsibility assigned to our profession and the AIA Code of Ethics, it is the AIA Architect who is the design professional in responsible charge. We are the professionals whose domain encompasses the built environment and who is uniquely positioned to meet the challenges of resiliency. Further, it is the AIA Architect who is singularly equipped to make the built environment resilient both in preparing communities through design as well as responding to post disaster crisis. It is the AIA Architect who is positioned to lead. We understand that leadership role to be comprehensive and functional.

Functional leadership recognizes the strengths and contributions of all stakeholders while facilitating and coordinating all aspects of a challenge. During design and construction the architect leads with programming, design and delivery while coordinating all subject matter expertise and stakeholders so that the design comprehensively performs and optimizes desired behaviors. That same leadership skill set applies at the point of disaster recovery. The architect orchestrates the roles of all stakeholders from first responders to occupants relying on the infrastructure. At a fundamental level, the architect is well-equipped to provide for shelter. That concept informs the myriad needs present in both making cities resilient and in recovery efforts after a destructive event.

Recognizing that the disaster relief first responder is a professional and is equipped for immediate action and aid, and that the municipal or regional building official is charged with evaluation and possible condemnation of structures, it is the architect who is positioned to lead in recovery. That recovery ideally begins moments after the event unfolds. For example, relocation is not merely an action associated with transportation and delivery. Rather, it is the architect that comprehensively understands occupant needs and who can best evaluate the suitability of temporary shelter adequacy. Structural evaluation, either of single structure or community wide, also demands coordination and leadership that accounts for all components and their interrelationships, resulting in comprehensive and enduring resolution.

With clear insight into the stresses on the environment, the AIA Architect is singularly equipped to meet the challenges of disaster both in design anticipating coming events and resolving in leadership after disasters occur.

- Resilience encompasses health, safety and welfare making it a core principle of practice and an integral part of our services. All members must have a core competency in resilient building measures.

- AIA CES should explore a curriculum of required coursework for members to be fluent in resilience principles. (See "6. Education of the Architect")

3. Coordinating AIA efforts

To date the AIA has recognized the importance of resilience as relating to all four of the strategic initiatives of the Institute. The AIA has plans for educating the profession and is discussing strategies with governing bodies. Our group recognizes the excellent work of the AIA staff and groups that are working on resilience in all of its forms. We encourage these efforts to continue at an accelerated pace and that we devote more resources to the work.

To date the AIA Staff (two dedicated staff) and the Disaster Assistance Committee (DAC) have planned for
    2014 – Building Partnerships
    2015 – Evaluating Problem areas
    2016 – Identify Education needs/Gaps/Skills needed

We propose that focus in the coming two years includes these issues.
    2017 - Projects and Policy Advocacy
    2018 - Curriculum for potential certification

- The AIA digital transformation will illuminate the DAC digital presence and will provide resources based on
    1.   Climate
    2.   Hazard
    3.   Community

- Publication of the third Disaster Assistance Committee Handbook is underway with chapters in development by stakeholders from around the nation.
- 24 AIA chapters are within the 100 Resilient Cities catchment for the Rockefeller Foundation. The goal is to match members with the program.
- Though we have launched a digital forum via the platform Basecamp, there is not a knowledge community that specifically addresses resilience as a subject.
- Plans are also underway for a virtual resilience exhibit.

Resilience is the imperative of our century for the AIA and for our profession. We feel an urgency for ramping our efforts in this area considerably.

Within the AIA, a number of working groups are active with specific areas of focus in addition to the efforts listed above. This is an opportunity to leverage the energy and commitment of these groups

through improved communication and coordination and to maximize our resources to attain common goals.

- We recommend that communication vehicles and networks be examined to gain awareness and understanding of missions and goals of all functional groups. We further recommend an assessment of how best to apportion limited resources among these groups. We do not want to be a mile wide and an inch deep in this subject and we want to avoid unproductive redundancy wherever possible.

Opportunity – Near Term:
We recommend that the members and staff who engage in planning and implementation of these efforts be increased and supported. More staff and funding is needed to take on this task in a proper manner that befits the scale of the issue and recognizes the overarching nature of this issue across all aspects of the AIA.

Opportunity – Long Term:
Procurements of funds for research: support and position members to take on the leadership roles needed to transform communities over the coming decades. Leading the full spectrum of design professionals has long been the purview of the architect. Let's assert that role in resilience.

4. Funding History of research and innovation – Resilient Futures
The history of funding research over long periods of time, the fostering of innovation by AIA members and the education of the profession are long held traditions with the Institute. The AIA began funded research in 1918. There is a notable period of well-funded energy research beginning in the 1970's and spanning through the early 1990's. Currently the AIA has only a few opportunities within the current AIA structure long-term research in resilience. It is time for a moon shot.

Opportunities – Long Term:
- We recommend that the Architects Foundation develop and designate research grants for long-term research initiatives tied to resilience. Such opportunities will leverage innovative work already in the works as well as give members the opportunity to advance ideas to society through their practice.

- We further recommend that innovation and research in resilience have a public relations element to reinforce the visibility of AIA member engagement in this area.

5. AIA Engagement and Visibility

When the 2015 AIA white paper related to the Resilience Summit was released by AIA, it received only a disappointing 700 electronic "opens". There are a number of likely factors for this showing including the subject itself, membership awareness, or the method of electronic engagement and membership's perception of the value of the work.

- The AIA is signed on to a broad industry statement that puts us at the table with many partners (43 and counting).

- **The AIA currently has a disaster assistance committee, which is focused on changing governance state-by-state for Good Samaritan legislation and to assist in training architects in post damage assessment within the United States. The current state of Good Samaritan laws is mixed and not yet a reality in every state. We recommend this effort should continue and be further supported through the SGN network and other resources.**

Observation of allied organizations – GEER teams

Overseas response to disaster has been demonstrated by engineering societies. We recommend that the AIA train and support teams for post-disaster assistance abroad as well. Given the rise of AIA international components, a worldview of the AIA would be supported by developed resources and expertise in AIA response teams.

Opportunities – Near Term:
- We recommend two forms of response training:
  ◊ Those who are Structural Assessment Protocol (SAP) trained and can be effective in evaluating structures and
  ◊ Those (similar to the RUDAT and SDAT teams), who can be deployed in teams that facilitate communities in recovering forward (or "bounce up" rather than "bounce back"). AIA international components and existing program training can be leveraged to achieve this recommendation.

- We further recommend that we partner with national engineering societies in the logistical understanding, creation and collaboration on AIA deployment teams. Our focus should be on (after the engineers stabilize conditions) SDAT, LUDAT; RUDAT teams that address community building activities and promote quality of living.

Geotechnical Extreme Events Reconnaissance (GEER) teams have been successful in increasing worldwide public confidence in engineers with disaster response. This template can serve as

an inspiration for the AIA to heighten awareness in the world that architects to make communities safer and healthier. This would also show our eagerness to support the New Urban Agenda.

6. Education of the Architect
Internal AIA Activity Resilience Status: Gap and Opportunity
Layers of anecdotal evidence indicate a definite lack of comprehension related to resilience and resilient design strategies among AIA members. Members do not have core literacy in what resilience means, nor conversant about it with clients.

Communication and delivery from the AIA to membership
The National Council of Registration Boards (NCARB) has convened a committee to study how resilience may be integrated into its architect development and examination programs. We see this as an opportunity for AIA to engage with NCARB.

Opportunities – Near Term:
We recommend finding ways to include AIA members and subject matter experts within the AIA in working with these committees.

Other resources for education of the profession also exist.

- Centers for Architecture and centers for resilience already in operation are can be mobilized to educate the public and profession alike. These centers can be indispensable in disseminating mitigation strategies as well as functioning as "Help Desks" after a disaster.

- A plethora of coursework exists now. The challenge lies in connecting our members to the most appropriate opportunities. The National Disaster Preparedness Training Center (NDPTC), Rebuild by design, the FEMA building Science branch, the NIST and the NIBS all have created excellent courses. It is worth noting many of the courses have had AIA members assist in their development. We have compiled a comprehensive list of organizations engaged in resilience and have posted it to Basecamp.

- FEMA hosts training for the building professions for coastal construction twice a year. The AIA could partner with FEMA to assist in educating the profession. Initial discussions with FEMA indicate that this would be a welcomed arrangement.

State Policy and Resilience: Gap and Opportunity
Currently AIA members are working with the federal government, the Department of Energy, research institutions, local and state governments and AIA component groups engaged in resilience

efforts. Again, the challenge is to raise awareness of and among these individuals to better leverage their collective efforts.

Opportunity – Long Term:
We recommend that AIA staff and the State Government Network (SGN) members establish a simple matrix of legislative model language that can be distributed through the SGN to components offering model policies, and other aligned strategies. Legislation that promotes resilience with AIA support will be effective in advancing policies nationwide.

The SGN can advance policy broadly by sharing resources and by working to place members in key roles. (Areas of engagement below)

Disaster:
Good Samaritan laws
Portability of licensure during disaster (relaxing out-of-state practice limits during the declared disaster)
State disaster declarations

Building codes:
Enhancements to model ICC codes (e.g. wind, precipitation/flood, seismic risk)
Mandatory or incentivized building retrofit programs
Code rollbacks

State and municipal plans/programs:
Hazard mitigation plans – adoption and updates (suggest architects participate on city committee and public reviews)
Hazard map and climate updates and GIS tools
Land use/ zoning updates
Resilient [insert state or city name]

Tax/Incentives:
"Resilience tax" (e.g. Boulder, Florida, San Francisco)
100 Resilient Cities (ongoing program of AIA National)
FEMA grants
CDBG funds
Federal buyout programs
NFIP changes

7. Recommendations
Increase emphasis on resilience in the following ways:
- Increase AIA funding and staffing resources.
- Acknowledge resiliency is a "health, safety and welfare" proposition. It is NOT just "sustainability" and it is NOT an option but rather a requirement of architectural services.

- Educate architects to deliver resilience principles as a matter of routine practice.
- Raise the visibility of the profession in AIA teams (LUDAT, SDAT, R/UDAT) to society broadly.

NOTE: Out of more than 70 recommendations offered by the Strategic Council in 2016, this was one of two deemed as the highest priority in importance at the December 8th Assembly in Washington, DC.

Other Near Term Recommendations (Awareness and policy)

1. **Gauge membership knowledge.**
   Continue to gauge knowledge of the membership related to resiliency. We engaged membership at The Wall at the Philadelphia, giving us a good idea where they stood on key questions:

   1. What does resiliency mean to you?
   2. What is the AIA's role in resiliency?
   3. How can resilient design be incorporated into members' every day practices?

   Continue to find opportunities to do more of this work.

2. **Add language to the AIA Position statement on Resilience. It does not currently incorporate "climate change" language. Write an amendment to remedy this.**

Conclusion

Resilience is the imperative of our time. In the Strategic Plan, we identify our four Strategic Initiatives: knowledge, prosperity, sustainability, and workforce. Making our communities resilient will require our best thinking and action in all these lines of pursuit. Said another way, resilience is an overarching and unifying objective of everything of significance for which the AIA stands. As the AIA, we must educate our members and the profession, we must coordinate and leverage our resources to the best effect, and we must raise our intensity to match the urgency of the challenges. Architects are uniquely positioned to answer this call. We believe the AIA can and should choose to lead the charge.

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Research Study Group Report

Charge:

What are the current research connections within the academy, practice, and industry, and how can we make this research more accessible (and valuable) to our members?

Summary:

The global impact of "design", big data, and evidence based design make it imperative that architects have access to the latest practice-relevant research. We know that significant research is being conducted at universities, by product manufacturers, and by practitioners; however, quickly finding that information and understanding how to apply it is a challenge. The Research Study Group is developing a research resource guide to assist AIA members with a better understanding of research methodology, funding opportunities, support groups, and a directory of organizations that are conducting, organizing, cataloguing and/or disseminating research.

Relationship to the Strategic Initiatives:
- ✓ Knowledge
- Prosperity
- Sustainability
- Workforce

Relationship to the Strategic Goals:
- Elevate public awareness
- Advocate for the profession
- ✓ Advance knowledge and expertise

Additional Strategic Plan Considerations:
Research is a key component of the Knowledge Strategic Initiative.

Opportunities:

Near Term (recommendations that can be acted upon within the next year):

- At local, state and regional levels—promote the Building Research Information Knowledgebase (BRIK). We should make it more visible and valuable to members. At the national level, we should examine the pricing model, evaluate content management, acquire more practice-relevant research and develop a broader promotion strategy.
- Encourage the Knowledge Communities to capture practice-relevant findings and upload that information to BRIK. BRIK will need resources to review and edit findings before they are posted.
- Strengthen connections to the academy so that academic practice-relevant research is more closely aligned with the needs of practitioners and industry.

Long Term ('blue sky' recommendations that may not be immediately achievable but provide an aspirational direction):

- The Research Guide prepared by the Research study group is developed into a robust guide that is updated annually and distributed/promoted to members.
- Through an awareness campaign stressing the importance of conducting practice-relevant research, every firm understands the benefits of conducting, documenting, and sharing its research.
- Frequent mining of AIA-provided research is viewed as an essential tool to a running a successful practice.

Recommendations to the Strategic Council:

The research resource guide that is being produced at the end of 2016 should be seen as a template for further development. The use of this guide by members in 2017 will provide valuable feedback that should be incorporated into a version 2.0 to be released in 2018.

Recommended Alignment Committees/ Organizations:

Knowledge is one of the six proposed strategic portfolios in the 2017 operating plan. Contained in that portfolio are research focused organizations and committees such as BRIK, AIA Research Advisors, and the Association of Collegiate Schools of Architecture. The

research resource guide being developed by the Research Study Group was referenced by the leader of this portfolio.

Next Steps:
We recommend this study group's work continues next year.

We propose that a small study group be formed for next year to continue the work of the research study group. Its primary purpose would be to continue the development and refinement of the research resource guide.

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The Next Big Thing Study Group Report

Charge:

What we build requires large inputs of time and resources and the buildings we design will exist for many years, influencing future built environments.

To be truly relevant AIA architects must step outside the "day-to-day" reaction to issues that are impacting us now and focus on the disruptive elements that will dominate our profession and organization in the next 20 to 30 years.

We need strategies for being more tuned to future trends and ideas:
> *Know where to look for future trends – what are the indicators/ leaders?*
> *Initiate training in "future" thinking for architects*
> *Be flexible and able to act/respond to change more quickly*

Summary:

The AIA has the opportunity to step in front of issues that dominate our lives. By stepping outside of our traditional boundaries, we will hear the "chatter" of broader public discourse, enabling us to apply our skills to these issues. Placing architects in the context of these issues will allow us to express the explicit and tangible value we bring to all citizens and their communities.

When we design, we impact the environment and our community for generations; what materializes from our work as architects must be meaningful, maintaining relevance, adaptability and flexibility.

Architects must look for future trends to remain adept and nimble in predicting what is needed in future communities, and so that we are positioned to promptly respond to societal needs with intuitive solutions that bring value to all citizens.

We need to bring resources to a partnership that will result in the annual identification of the critical issues that present the greatest potential. Through the identification of these salient issues architects will create viable, relevant tools and solutions which will assure prosperity and security in every architect's future.

Relationship to the Strategic Initiatives:

- ✓ Knowledge
- ✓ Prosperity
- ✓ Sustainability
- ✓ Workforce

Relationship to the Strategic Goals:

- ✓ Elevate public awareness
  Advocate for the profession
- ✓ Advance knowledge and expertise

Additional Strategic Plan Considerations:

Mutual dialog between the Board and Strategic Council will develop a framework that aligns the resources, goals and schedule of the Board with those of the Strategic Council. Our goal is to leverage the Strategic Council to engage and enable the Board. The Strategic Council shall plan to regularly and optimally feed curated output to the Board and members on a schedule that meshes the timing for budget and operating plan development with future resource planning. The result will be the effective application of AIA resources to enable us to have the greatest impact on our professional future.

Opportunities:

Near Term (recommendations that can be acted upon within the next year):

- Include future thinking training at the next Strategic Council assembly.
- List the top websites and publications engaged in future thinking/technologies.
- Develop Future Thinking guidelines + a reading list.
- Develop joint Strategic Council/Board framework for ideation and resource development to inform the budget and operating plan for the following year.
- Engage an outside data source for environmental "chatter" on issues of professional impact.
- Recruit a professional "Futurist" to the Council (with explicit task of curating "chatter" for consideration by the Strategic Council).

Long Term ('blue sky' recommendations that may not be immediately achievable but provide an aspirational direction):

- Invite Futurists to convention.
- Orchestrate AIA Architects invitations to Futurist conferences.
- Determine how to accomplish major media outlets regularly writing about architects' ideas on the future.
- Become the go-to resource for the profession and public on design issues on a 20- to 30-year horizon.
- Develop a "visioning" partnership with the federal government to impact the design quality of our environment over the next 20 to 30 years.
- Act on what we can't yet imagine.

Recommendations to the Strategic Council:
- Include future thinking training at the next Strategic Council meeting
- Develop a detailed outline of the scheduled and planned activities of the Board to enable the Strategic Council to align its activities with the Board.
- Develop a description for the resources and expected activities of an organization to provide an ongoing environmental scan and a "Futurist" to curate the material.
- Proactively outline the resources and activities from the perspective of the Strategic Council that will best enable the Strategic Council to succeed in its mission and negotiate those resources with the Board.

Recommended Alignment Committees/ Organizations:
- The Association of Professional Futurists, http://apf.org
- The Young Architects Forum/National Associates Council (especially their joint work on the Future Workforce).
- The opportunity to align the resource needs of the Strategic Council with the activities and resources of the Board should be developed through the Strategic Council Steering Committee with a dialogue that engages the full Strategic Council.

Next Steps:
We recommend this study group's work continues next year, with closer overlap and coordination with our peer groups. Each study group shares the responsibility to identify *The Next Big Things*.
- Include future thinking training at the next Strategic Council assembly.

- List the top websites and publications engaged in future thinking/technologies.
- Develop Future Thinking guidelines and a reading list.

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Work of the Year

2016 Calendar

The Strategic Council conducted its work together through face-to-face assemblies, webinars, and at AIA conferences and events:

<u>February 23-25</u>: 2016 Grassroots Conference (Detroit)

<u>February 25-27</u>: Strategic Council Assembly (Detroit)
- Included implicit bias and foresight trainings

<u>May 3</u>: Strategic Council Webinar Assembly

<u>May 19-21</u>: AIA Convention (Philadelphia)
- Held Social Wall at AIA Town Hall
- Served as delegates-at-large for AIA business

<u>July 19</u>: Strategic Council Webinar Assembly

<u>September 13</u>: Strategic Council Webinar Assembly
- Conducted elections for Council Moderator, At-large Director to the Board, and At-large Representatives to the Council

<u>December 5-9</u>: Governance Week (Washington, DC)
- December 6-7: New Council Orientation
- December 7: Joint Board/Strategic Council meeting
- December 8: Strategic Council Assembly

The Next Big Thing

Though The Next Big Thing functioned as a study group in 2016, its real purpose is to provoke higher altitude thinking across the board with all that the Council does. In a sense this group began to make the assertion that this kind of thinking is the most fundamental kind for the Council. In that vein, it might be more advantageous for that group to see itself as an overarching effort rather than a specific study group like the others. They have moved in that direction as illustrated in their recommendations to allow for regular future thinking training at Council assemblies and to include a futurist in some form on the Council itself.

The Next Big Thing embodies the true purpose of the Council and serves to remind the Council of its highest and best use: A focus on answering the questions "WHY?" and "WHAT?" rather than the questions "WHO?", "WHEN?", "WHERE?" and "HOW?"

Social Wall at Town Hall, Philadelphia

At AIA Convention in Philadelphia, the Strategic Council arranged a wall with 9, 48-inch wide panels to use as an interactive venue engaging the membership on the expo floor in AIA Town Hall. The wall served as an opportunity to raise awareness about the Council and its ongoing study efforts as well as to solicit feedback from the membership. We arranged for the study groups to populate the wall location in 1-1/2- to 2-hour time blocks on Thursday, Friday and Saturday. Study groups took advantage of the opportunity to advance their work in a variety of ways. The wall was successful in its first year and holds great promise to be further developed as a viable way to both engage the membership and to provide a face-to-face opportunity for the Council Study Groups to continue their efforts. (Credits: Steve Maher, AIA)

Knowledge Leadership Assembly

Councilors who attended the 2016 Knowledge Leadership Assembly (KLA) took the opportunity to look for connections between the knowledge communities and other member groups' initiatives and the work of the Council study groups. Councilors facilitated a series of roundtable discussions and created a one-pager to illustrate the ongoing work of the study groups. (Credits: Rob Walker, AIA)

Outreach Exercises

The Strategic Council is an outward-facing body and as such we make an effort to engage with the local community when we assemble. The goal of our "Outreach Program" is both to give the Council perspective as we think about the future of the profession, as well as to serve as a resource to the local communities.

Detroit Schools, Detroit Assembly

For our first assembly of the year, on February 23, we engaged in education in Detroit. Councilors who were able to participate toured the Detroit School of Arts and the Architecture Prep program of the University of Michigan. The Detroit School of Arts is a relatively new public high school in Detroit designed by Hamilton Anderson Associates, and it is seen as a positive model within the city. We were privileged to have discussions with Rainy Hamilton, FAIA, principal of Hamilton Anderson Associates (and a product of the Detroit public school system) and Delois Spryszak, the principal of the school, who discussed the challenges of a school system

designed for a larger population of students than currently exist in the city. With arts facilities that encourage students to be creative, they are inspired by alumni who have graduated to great successes in life. The school is designed with sustainability in mind, and as students provided Councilors with personal tours of their school, they pointed out how proud they were of some of the design features, including green roofs and exposed structural elements.

The Architecture Prep program introduces high school students from Detroit public schools to the architecture profession. Our tour guides were Mellon Fellows Missy Ablin and Paulina Reyes, who have structured the afterschool program similar to architecture school. Students are given a site in Detroit and asked to solve some of the challenges that the neighborhood faces through design. Albeit a new program, some of their students were planning on continuing their study in architecture school when they graduate from high school.

After the tours, the group interacted with IMPACT Detroit. This is a network of organizations that team with communities to help implement strategies as they relate to the build environment. Our contact was Dan Pitera, the Executive Director of the Detroit Collaborative Design Center, which is one of the partner organizations, who discussed their project with the Denby High School. Through student charrettes and community engagement exercises, they developed a plan to create an outdoor auditorium and place for picnics on school grounds. By designing a space that can both be used by students and the public, the aspiration is for both to mutually benefit. As a result of their efforts, they have received grants and funding that will cover the costs of the first phase of this project.

Habitat III, Washington DC Assembly
For our final assembly in Washington DC, we focused our outreach efforts on the outcomes from UN-HABITAT III conference in Quito, Ecuador. Because we were meeting in DC, we wanted our focus to be both local and global as we discussed issues related to housing and urban development. With a delegation from AIA having attended the conference, and with an understanding that the Board of Directors was engaging with the Department of Housing and Urban Development, the Strategic Council hosted a charrette to complement these efforts.

The Strategic Council teamed up with Mohamed El Soufi, an international urban development advisor and one of the coordinators of UN-HABITAT, to focus on how the architecture profession can be most impactful with the adoption of the New Urban Agenda -- a document produced for UN-HABITAT III outlining a strategies for successful urban development over the next 20 years. Attendees

included members of the international and local Virginia/DC Habitat for Humanity chapters, as well as members of AIA National Associates Committee and the Young Architects Forum. With teams discussing Housing, Public Space, and Urban Spatial Planning, Councilors developed short- and long-term strategies both for the AIA and for practitioners. Strategies ranged from creating resilience programs, to hosting competitions to create temporary housing for refugees. Community outreach programs, alliances with schools, and engagement with advisory committees of organizations and institutions working on urban development were common throughout all of the discussions.

A couple of days after the charrette, the Board of Directors met stated the support of the AIA for the principles stated in the New Urban Agenda, thus moving our efforts and opportunities for engagement forward.

Generative Work

Implicit Bias and its Impact on Leadership and Decision Making

At its February assembly, the Strategic Council, in partnership with the Diversity Council, engaged in training to learn about implicit bias and how it develops. The workshop, led by Dr. Shirley Davis, was entitled, "Implicit Bias and its Impact on Leadership and Decision Making". Through video vignettes, group discussions, and group activities, the participants reviewed examples of how biases play out in the workplace and the impacts on individual and organizational behavior including talent acquisition, communication, decision-making, talent management, and productivity.

Foresight Training with Design Intelligence

The Strategic Council engaged in a foresight training session led by Jim Cramer and Bob Fisher from DesignIntelligence focused on ideation and creating future relevance within the changing context of the profession and marketplace. As an integral part of the Detroit Assembly in February, the facilitators led a series of research presentations and interactive exercises to enhance the Council's ability to identify, analyze, and interpret key trends and changes in the wider environment for architecture and design; and enhance the ability to generate key insights and ideas that position the Council and Institute as thought leaders, as well as enhance the ability of the Institute to elevate members and the profession.

New Urban Agenda, Habitat III

At its December assembly, Councilors engaged in a design thinking exercise as a continuation of the outreach exercise held prior to the assembly. The exercise involved small group discussions on strategies for three areas of the New Urban Agenda that were identified during the outreach exercise—urban spatial strategies, public space, and housing policy—using the principles of design thinking. The exercise also included a presentation by staff member Derek Washam, Manager, International Relations, on the AIA delegation at the UN-HABITAT III conference as well as remarks from President Russell Davidson, FAIA, and President-elect Thomas Vonier, FAIA, on their experiences at the conference.

Convention Repositioning

Through the Outreach study group efforts led by Drew White, FAIA, and Mark Levine, AIA, the Council has aligned with the Brand and Engagement arm of AIA to assist in a re-positioning initiative for the AIA Convention.

In July 2016, AIA held the Experience Innovation Forum in Orlando, FL. Representing the Council for this visioning session were Mark Levine, AIA, and Dan Kirby, FAIA. The session, facilitated by Don Neal with 360 Live Media, began to develop strategies to well position the Convention for the next several years. The mission is to take an already successful Convention experience, and transform it into a not to be missed city-wide experience, more focused on Architecture, than architects, while also significantly increasing architects in attendance.

Public outreach emerged as a key component to the transformation, and the Strategic Council was the obvious group to lead in this thinking. Accordingly, the Council participated in a generative exercise in our December Assembly to identify big picture goals prompted by questions like, "Why should we engage the public?", "Who do we mean by public?", and "How do we best engage them?". Primary reasons identified to engage public stakeholders in the convention included: elevating the value of design and what architects do; inspiring a younger generation; empowering the public to advocate for better places to live; and demonstrating that architects are accessible.

In addition, President-elect Carl Elefante, FAIA charged the Council to develop a strategy for the 2018 convention pertaining to the United Nations Paris Agreement and the New Urban Agenda.

He posed this question: **"How can AIA help all architects understand that these two international agreements constitute**

a sweeping mandate for the building sector that is relevant to them, their work, their clients, and their communities?"

The Outreach Study Group will continue to develop this information and work with the Brand and Engagement Committee to develop long-term strategies to engage the public in the national convention. (Credits: Mark Levine, AIA, and Drew White, FAIA)

Intern Titling

In 2015, President Elizabeth Chu Richter, FAIA, formed an Intern Titling Task Force and asked Steve Maher, AIA, to join it representing the Strategic Council. The Task Force's charge included considering what title the AIA should confer on degreed but not yet licensed architects. (The National Council of Associated Registration Boards had dispensed with the title "Intern Architect.) That group finished its work and disbanded. In 2016 the Council engaged in the issue via two webinars and a town hall style forum at the convention in Philadelphia. The Council's consensus conclusion was to endorse that AIA utilize the term "Architectural Associate". (Credits: Steve Maher, AIA)

Policy and Position Statements Review

As a primary stakeholder, the Strategic Council was afforded the opportunity to comment on this year's cycle of AIA's Public Policies and Position Statements. The focus this year was "Category II: The Practice." There were two review and comment periods during the year in which comments were provided by the Council in May and October. The primary focus of the revisions pertained to a new re-organized section: "Architects are Environmentally Responsible." The key elements of this section were "Sustainable Architectural Practice," "Energy, Materials, Resilience," and "Eminent Domain."

Within the Institute Bylaws, one of the Council's charge is to develop and recommend public policy positions on behalf of the Institute for consideration and potential approval by the Board. One goal for 2017 will be for the Council to provide stronger leadership in the development of policy and position statements in addition to being one of several stakeholders in the process.

Credentialing Survey

As part of the May Board meeting agenda, the Board approved further discussion and development of a recommendation for the AIA to take on a role in specialty credentialing. As part of this work, the Board sub-committee solicited feedback from the Strategic Council to inform the process. The sub-committee provided background articles and documents to the Council to provide context for responding to the 10-minute digital survey. The survey results were

considered as part of the broader information gathering presented to the Board in its December meeting.

Digital Presence of the Council

This year we began coordinating with the AIA Digital Transformation team on an expanded digital presence of the Council within the new AIA website. The primary purpose of these efforts is to create a digital platform that engages the Institute leadership, members, profession and public with the Council's ideation work. The platform will be a space for cataloguing the Council's work for reference and use by future Councils and will be a source to stimulate other content. This will support the structure of the new website that is focused upon driving content to the user. The vision we have for the Council platform will be to provide a greater awareness of the Strategic Council and its work, demonstrate a policy of transparency and help the Strategic Council reach its fuller potential.

In our discussions with the Digital Transformation team, we have agreed that the development of the Digital Council Platform will be incremental and dependent upon availability of staff resources. Currently, the only presence on the web is a listing of the Council roster. The first step will be to provide a Council Resource Page that enhances the current web presence of the Council and helps drive content. Elements of this enhancement will serve to display some of the Council's primary work which could become a source of generating more general AIA web Content.

Our goal is to have the first version of the Resource Page established in the first quarter of 2017. (Credits: Rob Walker, AIA)

Elections

The Council conducted elections of our 2017 Moderator (Jason Winters), the 2017 At-large Board Member from the Strategic Council (Evelyn Lee) and four 2017 At-large Strategic Councilors (Janis Brackett, Michael Lingerfelt, Yu-Ngok Lo, and Laura Weiss). In order to preserve Assembly time for the generative work of the Council, the elections were conducted by webinar and digital voting procedures. The elections were held in September, earlier than the previous year (in December) in an effort to better prepare those elected for their terms of service. (Credits: Chris Hudson, AIA)

Future Councils are advised to consider creating a leadership development body to encourage and vet potential leaders within and beyond the Council. Though the 2016 elections were successfully

conducted, a leadership development group would be better positioned to be strategic in recruiting new Councilors that will more completely reflect diversity (in thought leadership as well as in demographics).

Council Cabinets

One of the recommendations from the Best Practices Committee of 2015 entailed each Councilor appointing their own Councilor Cabinet. The intent was to connect the Council to our membership and broaden our perspective.

This year participating Councilors established their own personal advisory group in time for the first assembly in Detroit. Cabinets were composed of three or more people who could offer insight and feedback on issues regarding the Institute, the profession and society. Cabinet members offered diversity of thought and perspective to Councilors. Most Cabinet members were AIA members and served as ambassadors for the Council to the general membership. Not all Cabinet members were AIA members.

The Councilor Cabinets were an opportunity to recruit deep thinkers to support Councilors in their primary role of ideation. Due to the geographic challenges of some Councilors to properly communicate with their regions (especially those in multi-state regions), some chose to make their cabinets purely regionally representative.

Louise Blanchard Bethune Fellowship

Reserved for retiring from the Strategic Council, the Louise Blanchard Bethune Fellowship serves as recognition of their service and signifies their continued commitment to the mission of the AIA and Strategic Council as Louise Blanchard Bethune Fellows. This honor, similar in spirit and significance to the Richard Upjohn Fellowship, symbolizes a high level of dedication to the advancement of the profession of architecture and celebrates the distinctive role of Strategic Council leadership in the profession of architecture. Louise Blanchard Bethune Fellows act as advisors and ambassadors to the AIA beyond their term of service on the Strategic Council.

The Louise Blanchard Bethune Fellowship, initiated in 2016, is named for the first American woman recognized as a professional architect and the first female to be elevated to Fellowship in the American Institute of Architects. An architectural vanguard, Bethune ushered in a new future for the profession and society. Bethune practiced architecture as a partner at Bethune, Bethune, and

Fuchs in Buffalo, New York, during the late nineteenth century. She challenged the status quo of the profession and set new standards for architectural practice.

In the tradition of Louise Blanchard Bethune, FAIA, the new governance model within the American Institute of Architects, including the creation of the Strategic Council, empowered as the primary generative body of the AIA, symbolizes a shift in our own professional culture—the way we think, act, and behave to transform the way that the public regards architects and architecture. The Louise Blanchard Bethune Fellowship represents this momentous change in our culture and challenges the AIA Strategic Council to at all times be relevant in a changing world; uphold the forward-thinking vision laid out in the strategic plan to drive positive change through the power of design; and act as ambassadors to the profession and to society.

As a growing brain trust for the American Institute of Architects, Louise Blanchard Bethune Fellows may be called upon for a range of services to help progress the mission and vision set forth by the Strategic Council and the American Institute of Architects. In turn, Louise Blanchard Bethune Fellows agree to continue the work set forth during their time on the Strategic Council.

The Louise Blanchard Bethune Fellowship charges leadership completing their term on the Strategic Council in outward engagement to further the work of the AIA and Strategic Council.

The role of Bethune Fellows is two-fold:
- First, Bethune Fellows are an advisory body to the Strategic Council. Institutional knowledge held by Bethune Fellows is invaluable to the Strategic Council and Bethune Fellows will be called upon to advise, as appropriate.
- Second, Bethune Fellows are ably prepared and positioned to act as Strategic Council ambassadors to organizations working on the world's most pressing challenges. Bethune Fellows may represent the AIA in positions on advisory boards or boards of directors and councils linking the AIA directly to the initiatives and visions laid out by the Strategic Council. Bethune Fellows represent AIA leadership in these roles bringing the legacy of their terms from the Strategic Council.

To recognize and celebrate the new AIA culture, recipients will receive a certificate and medal recognizing them as a Louise Blanchard Bethune Fellows in place of the Richard Upjohn Fellowship. Richard Upjohn Fellow events, including the Richard Upjohn Fellows Reception and Lounge at AIA National, will include Louise Blanchard Bethune Fellows and be re-titled accordingly.

The Louise Blanchard Bethune Fellowship is not an award. The certificate and medal serve as a physical reminder of the commitment Louise Blanchard Bethune Fellows have made to the Strategic Council and the AIA.

Recipients will self-identify in their desire to continue service to the Strategic Council and the AIA will work to place Louise Blanchard Bethune Fellows in positions beyond the AIA for the purpose of furthering the influence of the AIA.

Fellowship recipients will be referred to as Louise Blanchard Bethune Fellows. (Credits: Jessica Sheridan, AIA, Amanda Harrell-Seyburn, Assoc. AIA, and the Class of 2017)

Green Event Planning Guidelines

Though the document had been in existence before 2016, two Councilors actively worked with AIA staff to update the document to its current form. In the spirit of leading by example, these Councilors helped raise awareness and effect change in how we more sustainably plan for the Council's assemblies.

The document begins: *"Whenever possible, the AIA will select conference cities, venues, hotels, and restaurants that support architecturally significant buildings, as well as sustainable and fair-trade practices. Choosing to engage and support locations that align with the values of the Institute promotes the role of architecture and a more sustainable future."*

The Guidelines go on to better align AIA meeting planning with our Strategic Plan which states, *"The planning of all AIA events should align with the priorities of the Institute by supporting innovation in design and the creation of vibrant, equitable, and sustainable environments."*

With revisions to these Guidelines now in effect guiding the planning of future meetings all groups within AIA can benefit. (Credits: Donna Kacmar, FAIA and Jon Penndorf, AIA)

Strategic Council Orientation Video

In summer 2016, the Council Class of 2018 began development of a video to be offered to incoming councilors to clarify purpose, and de-mystify the work of the Council. The project features interviews

with various Councilors showcasing the work of the council (study groups, regional engagement, community outreach, etc.). The video was sent to the Class of 2019 in advance of orientation, and will ultimately be made available to local components as well. (Credits: Tim Hawk, FAIA and the Class of 2018)

Orientation for Class of 2019

The Class of 2019 Orientation was provided over a two-day period on December 6, and 7, 2016. Using the Council Guidebook as a framework for the discussion, the conversation focused on the role of the Council, and provided clarity between the Council and the role of the Board. Generative conversations, study group efforts, communications protocols and methods, and structure were also reviewed in detail. Representatives from the Class of 2018 assisted and added personal experiences to the conversation. Traditions, Class structure, and Council Committees were also reviewed.

In addition to the two day orientation, the Class of 2018 provided orientation facilitators a SWOT analysis to help provide additional insight and guidance. The Class of 2018 also arranged for a social mixer to allow the Class of 2018 – 2019 opportunity to further develop mentor relationships. (Credits: Mark Levine, AIA, Ric. Abramson, FAIA, Patrick Panetta, AIA, Jon Penndorf, AIA, Sarah Wahlgren, Assoc. AIA, and the Class of 2018. Illya Azaroff, AIA, spearheaded the SWOT analysis)
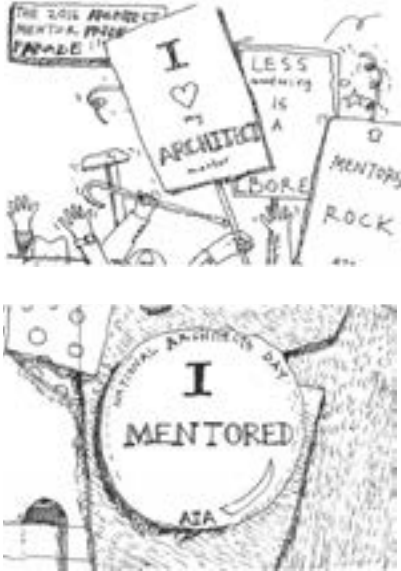
Best Practices Committee Recommendations for 2017

It is the role of the Best Practices Committee to gather feedback from stakeholders on Council processes, and to conduct an annual evaluation of the work of the Council for the purpose of Continuous improvement. Under this guiding responsibility, the Committee structured its charge as follows:

1. Administer outcomes from assemblies and other Council work.
2. Monitor, encourage and administer the council's preferred culture.
3. Make recommendations for revisions to the Council Guidebook for 2017.
4. Provide year-end recommendations to the Council for consideration for the upcoming year.

The committee convened after every assembly and webinar to gauge the effectiveness of each of the proceedings and determined the next steps for areas of improvement. From these meetings, we developed the following elements for the Council's use during the year:

1. Study Group outcomes template
2. Outline for a Council Digital Platform within the AIA website
3. Council summary of work to be utilized to communicate to members and member groups on the current work of the Council. This included brief descriptions of each Study Group and a general description of the purpose of the Council.

The Council Guidebook was reviewed and revised, but remained structurally unchanged from the previous year. There were a handful of minor language revisions, adjustments due to Rules changes relative to elections and updating of the calendar for 2017.

The bulk of the Committee's work culminated in the development of the 2017 Recommendations to the Council. These are 14 items that the Committee feels will provide improvement in various aspects of the Council and its operations. Several are carry-over items from the previous year, either because they were not fully addressed or addressed at all during 2016.

Budget and Operating Plan Endorsement

One of the responsibilities of the Strategic Council is to endorse the AIA budget and operating plan each year. The staff and Board representatives presented the current budget to the Council on November 8 via webinar. The new format shapes the budget into portfolios of activity that relate clearly to the Strategic Plan. The Council found this change to be helpful in its consideration. The Council considered two major questions in its deliberations:

1. **Do you feel the overall budget reflects our strategic priorities well?**
2. **What is the best way for us to use the funding we have to accomplish the Council's work?**

The Council seemed generally satisfied the answer to the first question is affirmative. Most of the discussion centered on the second question.

The total budget for the Council is at the level that keeps our promise to our membership that we are keeping governance costs at or below where these costs were before our repositioned governance model took effect. However, within that budget, the Council has leeway and can be creative in use of that dedicated funding at least to some degree. The current schedule for 2017 includes:

- Council funding to meet (Assembly) and attend Grassroots

- Council funding to attend Convention
- Council funding to attend the December Assembly
- Travel for Councilors (regional and at-large)
- Councilors appointed to Board-level Committees, funded to attend that meeting

The prevailing sentiment from the Council is that we can be more effective in our work if we have more opportunity for face-to-face meeting time. Obviously, to accomplish that, we would need to free up funding somewhere else. The 2017 Council continues in this discussion.

Governance Effectiveness Task Force

In the spirit of continuous improvement, President Davidson appointed a joint Task Force to study the effectiveness of the new Board and Strategic Council. The objective was to "take the pulse" on how AIA's governance structure is performing and identify ways to enhance its value to individuals and strengthen its impact on the organization and profession.

The Task Force began its work in September 2016. They issued a digital survey to Board members and Councilors in November and presented preliminary findings at the joint meeting of the Board and Council in December.

Key findings and observations by the task force to that point in their work included the following:

- **"It's working!"** – Most respondents see the governance change as having a positive impact on the Institute.
- **"Let the seeds grow"** – The governance change was a significant change and therefore will require time and adjustment to maximize its potential.
- **"Eye of the beholder"** – Markedly different perceptions exist based on where one serves (e.g., satisfaction of Board and Council representatives).
- **"We're on the same team"** – Board and Councilors should be supporting and "rooting for" the success of each body.
- **"Can you hear me now???"** – Communications challenges are the central theme running through participants' perceptions of what can and should be improved.

Preliminary direction the Task Force is taking in its recommendations fall into three primary categories.

- Enhancing Communications and Transparency
- Clarifying Roles and Responsibilities
- Applying Appropriate Resources

Further study will continue with telephone interviews of individuals active in each body in January 2017. Finalized recommendations including a framework for implementation are expected of the Task Force in March 2017.

The Strategic Council continues to grow and evolve toward the promise of serving as a true think tank on behalf of the AIA. This Journal is a brief survey of the work of the year and is merely a sampling of the thousands of hours of effort expended by the Council and others toward this end. Completing this second year in its existence, the Council remains to be a work in progress. We look forward with great anticipation to the work of the 2017 Council and to all of those Councils yet to come.

Rosters

Roster of the 2016 Strategic Council

Ric. Abramson, FAIA
Illya Azaroff, AIA
J. Christopher Ball, AIA
William J. Bates, FAIA
Randolph J. Collins, AIA
Richard T. Connell, AIA
Stuart L. Coppedge, AIA
Robert Cozzarelli, AIA
Russell A. Davidson, FAIA
Charles L. Desmone, AIA
Sandra L. Dickenson, AIA
Brian Dougherty, FAIA
Peter J. Exley, FAIA
Jeffrey E. Flemming, AIA
Louis Fung, AIA
Daniel S. Hart, FAIA
Timothy C. Hawk, FAIA
Michael C. Hoffman, AIA
Chris A. Hudson, AIA
Robert A. Ivy, FAIA
Donna Kacmar, FAIA
Daniel L. Kirby Jr., FAIA
Heather Koury, Hon. AIA
Henry A. Kosarzycki, AIA
Kristina Arzaga-Kotlier, Assoc. AIA

Joseph P. Lai, AIA
Chere R. LeClair, AIA
Evelyn M. Lee, AIA
Mark L. Levine, AIA
Paula J. Loomis, PhD, FAIA, FSAME
Stephen Maher, AIA
Steven W. Miller, FAIA
Jack R. Morgan, AIA
Sherryl Muriente, Assoc. AIA
John A. Padilla, AIA
Patrick P. Panetta, AIA
Jonathan Penndorf, AIA
Francis Pitts, FAIA
Elizabeth Chu Richter, FAIA
Tania Salgado, AIA
Steven D. Schuster, FAIA
Jessica A. Sheridan, AIA
Jaime Sobrino, AIA
Stephen Vogel, FAIA
Thomas Vonier, FAIA
Sarah Wahlgren
James Walbridge, AIA
Rob E. Walker, AIA
Drew White, FAIA
Jason C. Winters, AIA

Strategic Council Staff Liaisons:
- Pam Day, Hon. AIA, Managing Director, Governance Administration
- Anne Tyler Feldmann, Senior Manager, Governance

AIA Senior Leadership Team:
- Kathron Compton, Senior Vice President, Brand and Engagement
- Pam Day, Hon. AIA, Managing Director, Governance Administration
- Deborah DeBernard, AIA, Senior Vice President, Global Innovation
- Abigail Gorman, MBA, Chief of Staff
- Lisa Green, Vice President, Finance and Accounting
- Nancy Marlow, Executive Assistant to the CEO
- Susan McDaid, Hon. AIA, Senior Vice President, Member and Component Resources
- Larry L. Robertson, CAE, Vice President, Human Resources
- Ken L. Ross, FAIA, Senior Vice President, Advocacy and Strategy
- Jay A. Stephens, Esq., Hon. AIA, Senior Vice President and General Counsel
- Terri Stewart, Hon. AIA, CAE, Senior Vice President, Knowledge and Practice

Strategic Council Committees

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