Next ▶ to Lead

September 2, 2020

Next2Lead is an **AIA Leadership Pilot program for AIA members who are emerging, ethnically diverse women in architecture with a minimum of five years in the profession.** The **American Institute of Architects (AIA)** is dedicated to **equity, diversity, and inclusion** in membership, the field of architecture, and throughout society. This pilot program will focus on **AIA Association Leadership** and will be designed to address the **lack of ethnically diverse women serving in leadership positions within this professional association.**

> **Request for Proposal:** Design and provide educational curriculum and experiences for the purpose of obtaining leadership positions within local, state and/or national AIA, in response to a lack of diversity, as stated in AIA Resolution 18-3. A cohort of 16 ethnically women, who are AIA and/or Assoc. AIA members, will be the audience for this instruction.

> **Deadline for Proposals: Oct. 15, 2020** – PDF emailed to diversity@aia.org

> **Maximum Budget $50,000:** Primary work of the consultant occurs in Year One of this two year program, as the primary educational designer, instructor and facilitator. Consultant(s) to provide curriculum design, development, instruction, facilitation, communications, assessment, and evaluation. Assistance will be provided by AIA staff to identify, locate and confirm needed AIA knowledge and expertise, along with handling logistics and cohort communications for sessions, meetings, etc. In addition, required consultant travel expenses for tentative conferences will be covered by AIA, within AIA policy and procedure.

> **Cohort Pilot Program:** Runs over two years with Year One consisting of primary instruction and Year Two for the cohort volunteer part-time residencies, to gain practical, on-the-job, experience for their future roles. Consultant will provide final report on curriculum outcomes and attend online program review meeting to share lessons learned and feedback to inform future programs (Year One). Additionally, a final wrap-up session with the participants and their mentors, following completion of their Year Two volunteer residency is requested.

This pilot program will provide leadership education, coaching, mentoring, and experiences for ethnically diverse women with a minimum of five years of experience in the architecture field and current members of the AIA. A selection committee of the AIA will select 16 women to form a cohort and engage in this blended learning approach with individual and group projects, conference attendance/presentations, and a year-long volunteer part-time residency at an AIA chapter/component. During that time, she will retain her full or part-time employment, if employed. This is a packed agenda, and we are looking to develop a program that provides the essentials of association leadership and nonprofit management education, with opportunities to apply that learning through projects, presentation ns, and culminating in a part-time volunteer residency at an AIA chapter. (Please note: Though this pilot project has a specific audience, future efforts may focus on different audiences, so proposals should reflect this flexibility to apply to other audiences.) Throughout the program, we want participants to engage with AIA leadership for guidance, shadowing, to provide and receive feedback, listening, and support. We require the development of summative and formative assessments to

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continually improve this pilot program, so that it may be effective for future cohorts, regardless of cohort gender, race, or ethnicity.

Background

The American Institute of Architects (AIA) is a professional membership association for the architectural profession. The vision of the AIA is to ***Drive positive change through the power of design***. The AIA has 95,000 members in 200+ chapters across the US and globally (2019). As a member, architects can use the AIA credential after their names once they receive a license. Officially in the US, the designation "architect" can only be used by those who are licensed and registered. This is regulated by each state and has minimum education, examination, and experience requirements. Those AIA members who have graduated from an accredited architecture program, but are not licensed, are referred to as "Associate AIA" members and may use this after his/her name.

Presently, the AIA membership is predominantly white and male. As of May 2020, approximately 24% of AIA membership identified as female, and of that group 62% were white, 10% Asian, 3% Black, and 7% Latino, though 15% did not specify race. According to the **National Council of Architectural Registration Boards** (NCARB), the regulatory group for registered US architects, ***NCARB by the Numbers 2020***, lists 116,242 registered architects in the US and its territories. Of those, only 22% are women, primarily due to a "leaky pipe" on the way from graduation to licensure, with graduates not earning licensure. However, the **Association for Collegiate Schools of Architecture** (ACSA) June 2020 report lists a continuing increase in the number of women graduates in accredited architecture degree programs. Since 2000, women graduates have increased from 29% to 47% in 2019. Likewise, NCARB shows their numbers rising with women accounting for 38% of newly licensed architects in 2019 (NCARB, 8.6.20).

The Problem

In addition to women representing only 24% of the AIA membership, ethnically diverse women make up only 5% of the total membership. Hence, the talents and abilities of women who are ethnically diverse are the most underrepresented, and thus few are seen in leadership positions at the local, state, and national levels. In 2018, AIA Atlanta presented **AIA Resolution 18-3**, which was later adopted by a majority vote of the entire membership. It is a call to action for the AIA to develop and foster a thoughtful pathway to leadership within the AIA for ethnically diverse women. These women face a unique set of challenges at the intersection of gender and ethnic bias, which hinders opportunities and experiences needed to navigate professional association culture and leadership equitably. AIA Resolution 18-3 is intended to ensure that the AIA is developing education, systems, and processes that are inclusive, not only in the short term, but also in the long-term, and which also better reflects its membership demographics and future of the profession.

The Goal

The goal of **Next2Lead** is to **expand the AIA Leadership pipeline at the local, state and national level**. We plan to pilot this AIA leadership development program **specific to Association leadership education, experience, guidance, networking, mentoring, and support**. By using a cohort model of 16 ethnically diverse women in architecture, we hope to lessen barriers and provide support and encouragement to these women to pursue leadership roles in the AIA.

Objectives

1. **Provide AIA Leadership Preparation and Inclusion**: Formalizing leadership preparation and success through education and hands-on experience in a cohort model should reduce barriers, ensure transparency, increase participation, improve inclusion, foster collegiality, encourage mentor/mentee opportunities, and result in a more diverse, collaborative and inclusive culture for the association and profession.
2. **Strengthen the AIA Leadership Pipeline**: AIA state and local chapters and the AIA Strategic Council offer a vital conduit to leadership within the AIA and the profession.
3. **Expand the Professional Pipeline**: AIA state and local chapters provide a platform for community-wide visibility in the profession and engagement with society, critical to a more inclusive and progressive profession.

Program Scope

The successful consultant or team for this RFP will provide a cohesive leadership program that blends education with experience for this cohort of 16 learners. We are looking for a strong collaboration with the AIA providing staff to work closely with the successful consultant in identifying AIA personnel, leadership, and resources; to assist in instruction, manage, and support the program; including funding attendance to AIA conference(s) or other appropriate AIA event(s). Access to an online Learning Management System (LMS) such as Moodle will be provided for the program. We also support the inclusion of individual or group projects that tie-in and connect the importance of the leadership role in associations and nonprofits. In general, we are looking for plans that consider the following:

- **Blended learning approach** to include in-person, virtual participation, and individual and group experiences. As part of this, the AIA will provide funded attendance for participants to identified AIA leadership conferences.
- **Formative and Summative assessment** of sessions, resources, learning outcomes, participant success and knowledge growth, etc.
- **Creation of a Leadership Resource package** to include articles, educational videos/AIAU, books, live courses, *AIA Guides for Equitable Practice,* etc., embedded and as supplements to the learning program to address the varied needs of participants.
- **Opportunities to learn from current AIA leadership (local, state, national) with group sessions** during the program.
- **Guidelines, recommendations, and/or tools** for volunteer mentors/mentees for conducting and assessing one-on-one association leadership coaching/mentoring sessions via phone, interview, in-person, etc., within the structure of the program.
- **Inclusion of a process to ensure commitment and successful completion** by the participants in the two-year program. The first year is focused on association and nonprofit leadership education and the 2nd year applying that learning in a part-time volunteer residency within a state or local AIA chapter. For example, the residency might include a capstone project completed by the participant, along with monthly reflections to encourage continuing communication, progress, and completion. Assistance and tips for participants to locate and obtain these experiences is also needed and AIA staff will be available for support and assistance.

We believe strongly in education and experiential learning, along with continuous improvement suggested by pre and post evaluations, assessments, participant reflections, and "check-ins," throughout the two-year pilot program.

Topics to Be Covered – Please see Appendix for a listing of suggested topics
This program is designed to provide ethnically diverse women, with a minimum of five years' experience in the field, with the education and experiential learning they will need to succeed in positions of leadership at the AIA. The first year includes instruction and group learning. The second-year is a part-time volunteer placement with an AIA Chapter for "on the job learning and experience" with reflection and suggested completion of a personalized capstone project. **Association leadership** requires an understanding of nonprofit membership organizations, management, and leadership skills. Participants will be selected by an AIA committee and they must commit to completion of the program, including attendance at AIA conferences/events and a part-time volunteer placement with their local/state AIA chapter. With this pilot, we will expect the consultant to provide analysis and assessments that can inform the project and improve it so that we can achieve our goal of increased participation in AIA leadership and replicate it for future participants. **Recommended topics** and a sample calendar for this program are provided in the appendix. This is **not intended** to be an EXHAUSTIVE list or required sessions. **We encourage applicants to recommend sessions and topics that they think are critical to success, and we understand the limited budget and time factor involved.**

Program Evaluation & Assessment
A plan for formative and summative assessment and evaluation should be part of the proposal, such as:

- Planned assessments/evaluations after each module (Reflections, Feedback, Suggested revisions to content, etc.)
- Pre and Post Surveys of participants, mentors, leadership, etc.
- Rubrics for Group projects, Student progress, Reflections, Mentors/Mentees communications, Capstone project (residency year), etc.
- Final report to AIA to provide recommendations for future Next2Lead programs

Budget & Award
RFP respondents should provide a clear and concise budget to complete their proposed plan and sessions, with a phased plan to accomplish all goals within the two-year timeline, though the consultant's work will be primarily in Year One. The maximum budget available is $50,000. This agenda and program structure will require strong collaboration between the provider and AIA staff in delivering and managing the program. The call for Next2Lead applicants will occur in Fall 2020. The implementation of the educational program **is tentatively scheduled to begin in October 2021**, with the AIA chapter residency in January-December 2023. (See example timeline in the appendix.) We are interested in building evidence on interventions with immediate and long-term impact in this current economic, social, and cultural context, thus assessment and evaluation are an integral part of this pilot project and could be used in future programs and/or research projects.

Use of Funds
Project staff salaries, consultant fees, data collection and analyses, meetings, supplies, project-related travel, facilitation, and other direct project expenses are allowed. It will NOT fund items such as RFP

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background research, literature review, operations, or overhead. Reporting requirements of AIA finance, legal, and accounting will be provided to the successful consultant.

Selection Criteria

Concise proposals of 8-10 pages maximum (plus appendix) will be evaluated based on overall program design, which addresses the stated goals and objectives along with any missing elements as perceived by the submitter. Rigor, relevance, anticipated outcomes, and continuous improvement are all important.

Technical and Program Assistance

The AIA will provide access to staff expertise and presenters on topics related to AIA Association leadership, legal issues, membership, etc., as requested in the consultant's proposal. AIA staff will also provide access to chapter leadership, AIAU courses, research, networks, and contacts necessary to conduct and implement the proposed program plan. Please note areas within your proposed curriculum where you may need this assistance. This plan assumes the program developer will provide the instruction and facilitation required, with AIA staff assistance as requested.

Eligibility Criteria

Applicant must be US-based with strong credentials in leadership education development, evaluation, and delivery; blended learning; Equity, Diversity, & Inclusion (EDI); experience working with/for/in professional associations; and knowledge and experience in architecture is a bonus, but not required.

Qualifications of Consultant

- Mission/values statement
- EDI Commitment
- Key previous experience in the proposed project area and focus
- Experience preferred with the Design and/or Built Environment and Professional Associations
- Cultural competency, Leadership, Excellence, etc.
- Key staff/partners/experts
- Timeline
- References (3-5 current and past)

Expectations of Consultant

- Creative, effective, evidenced-based curriculum designed to meet stated goals and objectives and achieve outcomes.
- Strong, consistent communications and attendance at meetings/conference calls and adherence to agreed-upon deadlines.
- Overall management and presentation of the educational sessions, including feedback on the selection process for the cohort, baseline knowledge required (if required/applicable), resources, assessment tools, evaluations, and feedback provided to participants and AIA staff/members
- Participate in progress check-ins with participants and mentors as needed/outlined.
- Produce final report evaluating the program and suitable for dissemination by the AIA.
- Adhere to AIA rules and regulations.

How to Apply

Those interested in this opportunity should submit a maximum 8-10 page **concise** proposal with a proposed educational and training plan, approach, and tentative timeline as outlined previously. An appendix should include the following:

- Detailed Budget
- A list of past and present clients
- Biographies or resumes of all relevant team members and contact information
- Three to four references with contact information for current and previous clients
- Sample plans provided to other organizations

The deadline is Oct. 15, 2020 and a PDF proposal can be submitted to diversity@aia.org A selection committee will review and narrow down proposals for additional phone and video interviews. We hope to make a final selection by Dec. 15, 2020. Actual work should begin in Jan. 2021. Any questions can be directed to Dr. Nissa Dahlin-Brown, Assoc. AIA, Director of Higher Education, at nissadahlinbrown@aia.org and Marcia Calloway, M.S., Director, Equity, Diversity, and Inclusion at marciacalloway@aia.org.

Factors DRIVING high – quality submissions
- Clear, concise language laying out the clear scope of work, assessment, and evaluation criteria
- Curriculum supported by evidence-based research and results
- Inclusion of plan and techniques to use technology to reach geographically dispersed participants with various learning styles and needs.
- Strong communication skills and commitment to EDI and goals of the program

Factors DETERING high-quality submissions
- Lengthy, unclear proposal
- Curriculum and outcomes unsupported by evidence

Program Contacts – AIA Staff
Dr. Nissa Dahlin-Brown, Assoc. AIA, Director of Higher Education, at nissadahlinbrown@aia.org
Marcia Calloway, M.S., Director, Equity, Diversity, and Inclusion at marciacalloway@aia.org.

About the AIA
We advocate for the value of architecture and give architects the resources they need to do their best work. **Our work drives positive change through the power of design**.

In addition, to its values, the Institute has developed a series of "Where We Stand" statements that clarify its position on key issues facing the profession:

- Equity, diversity, and inclusion
- Climate change
- Immigration
- Infrastructure

- Licensure
- School design and student safety
- Sexual harassment
- Sustainability

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APPENDIX

Suggested Topics
Association Governance:
- Basics of Association Governance & Required Reporting
- Legal and Ethical Responsibilities
- Fiscal Responsibilities & Reporting

Budgeting/Association Finances
- Nonprofit Budgeting & how to read Financial Statements
- Fundraising and Sponsorship

Association Leadership & Management
- Equity, Diversity, and Inclusion
- Strategic Planning
- Membership – retention, recruitment, engagement
- Working Effectively with Staff Leadership as a Volunteer
- Conflict Resolution and Consensus Building
- Volunteer Recruitment, Engagement, & Management
- Effective committees
- Mentoring and community outreach
- Crisis management and communications

AIA Leadership
- Considering National Office – opportunities, strategies, responsibilities, commitment & time
- Pathways to State and Local Leadership
- Balancing Demands of Career, Family, Community and AIA Leadership
- Understanding the AIA relationship (National and Chapters/Components)
- Service Leadership

Communication
- Organizational Communications (PR, Crisis Management, Membership, knowledge sharing, etc.)
- Personal communication skills (verbal, non-verbal, digital, etc.)

Advocacy
- Advocacy & Public Policy – strategies and outcomes – local, state, federal
- Community Visibility & Engagement

Becoming a Leader and Mentoring Opportunities
- Assessing your Leadership style - working across the organization
- Building credibility, trust and respect
- Developing a shared purpose, vision, goals and objectives
- Build a culture of appreciation
- Virtual Coaching for Association Leadership
- AIA Leadership Virtual Engagement (First-hand accounts of how to become an AIA leader)

- CACE (Council Architectural Component Executives) Annual meeting of the chapter leadership with AIA national staff, board, etc. for networking and sessions on state and local leadership

Timeline for RFP Process & Consultant Selection & Tentative Deadlines
- Sept. 1, 2020 – RFP released by AIA
- **Oct. 15, 2020 – Deadline to receive proposals**
- Oct. - November 2020 – Proposal reviews and finalist interviews
- **Dec. 15, 2020 - Consultant selected**
- **December Kickoff Meeting**
- **Jan. 2021 – Consultant work begins**
- March 2021 – AIA releases Call for Next2Lead Applicants
- Jan. – April 2021 – Curriculum design, presented and reviewed with AIA staff
- April – June 2021 – AIA leadership curriculum review with any edits discussed for implementation
- April – Sept. 2021 – Curriculum instructors, speakers, sessions confirmed – AIA Staff handles logistics and needed contacts
- **Oct. 2021 – Sept. 2022** – 10 sessions held (example calendar of sessions follows)
- Oct. – Nov. 2022 – Wrap up and final guidance for mentors/mentees
- Dec. 2022 – Final Report submitted to AIA

Example Calendar of Sessions
- Oct. 2021 – Session 1: Onboarding and introduction
- Nov. 2021– Session 2: First "class" Webinar
- January 2022 – Session 3: Plan for AIA conference/event attendance and/or presentation, such as "Grassroots"
- February 2022 – Session 4: Attend/present at Grassroots – embed class during this for all to **meet F2F, if possible.**
- March 2022 – Session 5
- April 2022– Session 6
- May 2022 – Session 7
- June 2022 – Session 8
- July 2022 – NO CLASS
- August 2022- Session 9 – Prep for WLS attendance
- September 2022 – Session 10 (Final session)– Attend/network AIA Women's Leadership Summit – Plan to **meet F2F, if possible.**
- October-November 2022- Participants apply for part-time volunteer residency at area AIA chapter
- **January-December 2023** – One Year Residency begins at AIA state or local chapter with AIA staff oversight.
- **December 2023** -Final wrap-up ONLINE meeting to share lessons learned and results of pilot program as shared by participants, instructors, mentors, staff, etc.

Resources

[2015 Diversity in the Profession of Architecture Key Findings](#)

[AIA Guides for Equitable Practice](#)

[2018 Equity in Architecture Survey](#)

[2020 NCARB & NOMA Survey](#)