



## **2022 VIRTUAL AIA ANNUAL MEETING JUNE 9, 2022**

*It is the practice of The American Institute of Architects (AIA) and its members to comply strictly with all laws, including federal and state antitrust laws that apply to AIA operations and activities.*

*Annual meeting registration instructions will be provided to components May 23-June 8. Immediately prior to this meeting being called to order, accredited delegates are reminded to have ready their mobile or computer devices for voting purposes. See the [2022 Annual Meeting page](#) for information related to this meeting.*

**12:00pm EDT**

### **Call to Order**

2022 AIA President Daniel S. Hart, FAIA, PE, will call the 2022 AIA Annual Meeting to order and provide remarks on the state of the profession.

Delegates will record their attendance and vote to accept the rules of procedure for this meeting.

Secretary William R. Turner, Jr., will call for any nominations for election of officers or the At-large Director.

### **EVP/CEO Update**

EVP/CEO Lakisha A. Woods, CAE, will provide remarks on the state of the Institute.

### **Presentation of Audited Financial Report**

Treasurer Timothy C. Hawk, FAIA, will present the results of the 2021 annual audit and the shape of the AIA finances.

### **Presentation of Credentials Report**

2022 Credentials Committee Chair Jonathan Ruiz, AIA, will present the report of delegates accredited to cast their component's votes at this meeting and for the election of officers and the At-large Director.

### **Proposed Revisions to AIA Bylaws**

Secretary Turner will present the three (3) proposed amendments to the AIA Bylaws.

### **Resolutions**

Secretary Turner will present the one (1) resolution. (See rules of procedure for limits on speaking times.)

### **Members' Voice Task Force Update**

Task Force Chair Jessica Sheridan, AIA, will present the initial findings and recommendations of the Members' Voice Task Force. Appointed in 2021 by then-President Peter Exley, FAIA, their charge is study how individual members and member groups have a voice in influencing the direction of AIA. (See background memo, attached.)

### **Open Discussion**

President Hart will open the floor for discussion. Members are requested to indicate their desire to speak via the electronic meeting platform and will be called upon in order.

Please note that no business that was not previously published, may be made during this open session. Instead, time has been reserved for presentation of ideas and issues that need to be fully researched before action can be proposed. This is an opportunity to engage with the leadership of the AIA – the Board, the Strategic Council, and fellow delegates. We welcome your voice, raising matters of interest to you and the profession. The Board will take your comments and direct an appropriate body to look into the matter for later discussion.

*Caucuses with the certified candidates for the Board of Directors take place on June 10, 2022. Voting for those positions opens on June 10, 2022. See the [2022 Annual Meeting page](#) for more detail.*



# Memorandum

**Date:** June 1, 2022

**To:** 2022 Annual Meeting Delegates

**From:** Jessica Sheridan, AIA  
Chair, Members' Voice Task Force

**Subject:** Task Force Background

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## Background

In 2021, members from California, New York State, New Jersey, Illinois, Michigan, Pennsylvania, and other states, expressed interested in reviewing the effectiveness of the Board of Directors and the Strategic Council, their relationship to one another, and members and member groups.

In response to those requests for investigation, 2021 AIA President Peter Exley, FAIA, appointed a task force to study how individual members and member groups have a voice in influencing the direction of AIA.

Our task force is charged to:

1. Analyze the roles and responsibilities of the Board of Directors and the Strategic Council, and their accountability to the members.
2. Examine the effectiveness of the Board of Directors and the Strategic Council, their relationship to one another, and to members and member groups.
3. Make recommendations to increase governance transparency, accountability, and communication.
4. Study the resources and processes required to allow for greater member input to the Board of Directors and the Strategic Council.

5. Identify any cultural changes or process adjustments necessary to provide a meaningful and transparent connection between members and the organization.
6. Study the resolutions process and whether there is a better method for members and components to surface issues they feel are important to the profession to the attention of the Board of Directors.
7. Seek direction from the Board of Directors, when needed, to investigate additional areas of study.

The task force has been meeting since June 2021, and our final work will be reported at the annual business meeting in 2023.

### Our methodology

Phase I: Stakeholder interviews were conducted in Fall 2021

- AIA Board of Directors
- AIA Strategic Council
- AIA Staff (Senior Leadership Team)
- CACE Executive Committee
- National Associates Committee Advisory Committee
- Young Architects Forum Advisory Committee
- AIA Members' Voice Task Force
- AIA Members' Voice Task Force "Cabinets" – including members who were engaged in the 2021 discussions on governance effectiveness

What we heard:

1. There are multiple, distinct, and seemingly uncoordinated methods of engaging leaders and members in discussions of priorities. There is a desire to streamline the input process to hear more voices and allow them to have impact.
2. The Strategic Council is asked to serve three roles:
  - Provide an avenue for communication between components and AIA.
  - Provide strategic foresight into the future priorities of architects.
  - Serve as a "think tank" that goes deep into issues.
3. Each of these roles alone are challenging for any single group of people.

4. There is a desire to collaborate with AIA and among all components, to coordinate the development of trend analysis usable during all strategic planning processes.
5. National and state/local AIA leaders often view the other as different entities characterized as “us/them.”
  - o There is a perception that the national organization is not connected to the priorities at the local level.
6. Communication needs work in every way, but primarily, members need to have access to what creates value, and to feel heard.
7. There needs to be clarity in the various communications roles focusing on input and understanding, rather than updating and explaining.
8. We must ensure the breadth of perspectives are included in the Members’ Voice. This includes all demographics within the diverse membership.
9. There is a lack of clarity on roles, which presents conflicting expectations between staff and volunteers.
10. There are successful models of an open and iterative process leading to successful outcomes (Interior Design, New Urban Agenda). These examples contrast with a perception that most work is done behind closed doors until it is completed. The result seems to be a lack of trust due to limited inclusion during the development process. Ideas need to be socialized with the membership as they are developed.
11. There needs to be a balance between broad engagement on issues and deep dives focused on few people for a long period of time.

With those findings in mind, the task force focused its discussions on five topic areas:

- Membership (all members, those in identity-based groups, Knowledge Communities, components, Council, Board)
- Relationship of Board and Council to one another
- Collaboration and coordination between Board and Council
- Developing a culture of trust among all parties
- Resolutions improvements
  - o The task force examined the current resolutions process, and whether it is the best method for members and components to surface issues they feel are important to the profession to the attention of the Board of Directors. A more open process was developed this year, to ensure

resolutions coming to the delegates at this meeting were appropriate for national consideration. As you'll see at the meeting, we're continuing to look at this process for improvements to engage members – and their voices – in their national organization.

At the 2022 AIA Annual Meeting, Task Force Chair Jessica Sheridan, AIA, will provide an update on the task force's work to date, including several suggestions for future consideration to gauge member interest.

Following this meeting, Phase Two of the task force's work will include testing those suggestions with:

- Town halls
- Social media outreach
- Component leadership – presidents and CACE
- Additional stakeholder outreach (including but not limited to):
  - College of Fellows
  - Knowledge Community Chairs
  - Large Firm Round Table
  - Small Firm Exchange

We'll measure our success if we have:

- Authentic engagement of critical stakeholders;
- Support and buy-in from volunteer leadership and staff;
- Objectivity of process;
- Transparency of process; and
- Demonstrated increased member engagement.

Questions or comments? Please email Task Force Chair Sheridan at [jessheridan@gmail.com](mailto:jessheridan@gmail.com).

Task Force members:

Jessica Sheridan, AIA, chair  
Jana Itzen, AIA, co-vice chair  
Carl Elefante, FAIA, co-vice chair  
Patri Acevedo, AIA  
Rusty Bienvenue  
Pam Day, Hon. AIA, staff  
Dwayne Eshenbaugh, AIA  
Sarah Curry, Assoc. AIA  
Peter Exley, FAIA  
William Hercules, FAIA

Angela Lammers, CAE  
Brynnemarie Lanciotti, AIA  
Evelyn M. Lee, FAIA  
Daniel S. Hart, FAIA, PE  
Amrita Raja, AIA  
Kate Schwensen, FAIA  
Nicki Dennis Stephens, Hon. AIA LEED  
Green Assoc.  
Belinda Stewart, FAIA  
William R. Turner Jr., AIA