

LARGE FIRM ROUNDTABLE

JUSTICE, EQUITY, DIVERSITY & INCLUSION

ADVOCACY GUIDE

Prepared by AIA Large Firm Round Table JE | DI task force & HR subcommittee

For a few years, we have discussed the role of allyship in the J.E.D.I. space. An ally in our design industry is the individual who helps advance the interests of historically underrepresented people. However, individuals of diverse backgrounds in and entering our profession need advocates.

Advocates are individuals willing to use their influence and power to eradicate discrimination and confront social justice issues.

We've made a commitment to our firms, the industry, and each other in the journey towards creating a more equitable, just, and inclusive society.

This document can serve as a guide for any firm to design their own path forward with initiatives and goals that value J.E.D.I. for people of all backgrounds. This resources can guide you and your team on ways you can take action, to step up, intervene, and influence change towards a more resilient profession.

The structure includes commitments and actions that will elevate firm's J.E.D.I. journey through three incremental steps:

BUILDING A FOUNDATION

These suggestions will allow organizations to begin efforts towards progress, focusing on multiple aspects of practice and design.

ELEVATING

Engagement outlined in these examples will elevate our firm frameworks for progress.

DEMONSTRATING EXCELLENCE

This level on the continuum includes activities that focus on systemic analysis & change.

Resources

AIA Framework for Design Excellence: <https://www.aia.org/resources/6077668-framework-for-design-excellence>

AIA Guides for Equitable Practice: <https://www.aia.org/resources/6246433-guides-for-equitable-practice>

AIA Guides for Equitable Practice Glossary: https://content.aia.org/sites/default/files/2020-11/AIA_Guides_Glossary_2020.pdf

ILFI JUST Label: <https://living-future.org/just/>

2021 NOMA DEI Initiative

SoCal DEI Challenge: <https://socalnoma.org/dei-challenge/>

v. September 2022

	Progress	Progress	Progress
	Building A Foundation In these efforts, firms invest in frameworks and practices to promote J.E.D.I. within their firms and the profession.	Elevating In these efforts, in addition to the foundational investments, firms further advance initiatives to elevate J.E.D.I. within their firms and the profession.	Demonstrating Excellence In these efforts, in addition to the foundational and elevated investments, firms advance systematic transformation through J.E.D.I. leadership within their firm and the profession.
FIRM CULTURE	Foster a firm culture of J.E.D.I. through leadership commitment, inclusive talent development, and strategic policies and procedures		
FIRM COMPOSITION	Advance a J.E.D.I. firm composition at all levels through awareness, transparency, training, and mentorship.		
J.E.D.I. Commitment	Evaluate whether the current representation reflects a commitment and alignment to J.E.D.I. values; measure annual qualitative benchmarking of employee demographic data	Offer J.E.D.I. and intercultural development programs to hiring managers and leadership, including intercultural competency interview training	Engage with J.E.D.I. consultant to review and recommend changes; conduct annual surveys or assessments of intercultural competency
Leadership Groups Compensation Committee, Promotions Committee, Shareholders, Stakeholders	Share firm's demographics with these groups, provide clear definition of requirements and expectations for individuals serving on these committees. Provide education about benchmarking. Embrace the evaluation of the firm's internal systems and structures around compensation and promotions	Members of this group have participated in gender and race/ethnicity education and have strong knowledge of the systems and structures at play. Using employee suggestions that may have challenged existing methodologies, changes are integrated into the firm's internal systems and structures around compensation and promotions	Through employee surveys, historically underrepresented individuals feel the internal systems are fair and the outcomes representative of their contributions
Executive Committee* *where applicable	Awareness and acknowledgment of any disparities in the makeup of the Executive Committee and the population of the firm. Develop succession plans with clear paths to higher leadership; identify opportunities for stretch firm leadership roles	All ExCom members participate in gender and race/ethnicity education and have strong knowledge of the systems and structures at play. Key leadership positions have identified successors. Individuals are actively involved in taking on advanced leadership roles and/or guide firm initiatives taskforces	Succession plans for all key leadership positions have been identified and are actively in place
Board Composition* *where applicable	The firm has shared transparency around the path to Board representation with clear definition of requirements and expectations for individuals on the board. Mentoring and leadership assignments are connected to Board positions	All Board members participate in gender and race/ethnicity education and have strong knowledge of the systems and structures at play. Board composition shows growth in gender and race/ethnicity representation from previous year. Outside Board advisors (non-voting) are added to represent the historically marginalized community for strong stakeholders representation	Board representation mirrors gender and race/ethnicity measurements of the community being represented (i.e., if the firm is 50% women, 50% of the board are women; 50% BIPOC, board is also 50% BIPOC
RECRUITMENT	Continually assess and refine hiring processes that promote J.E.D.I. values and contribute to a composition that is diverse firm-wide and reflective of the communities you serve		
Career Fairs	Engage in career fairs focused on support underrepresented groups	Build relationships outside of career fairs, offer to guest lecture, office or project tours to the students	Donate office space for meetings
Job Descriptions	Ensure language is inclusive; job descriptions are updated to reflect accurate requirements; they are exciting and appealing to all demographics	Consider having J.E.D.I. extra referrals or review your current program to ensure you are not encouraging a homogeneous group	Create transparent policies around visa sponsorship and green card sponsorship
Recruiting Process	Evaluate whether the current process eliminates bias, reflects a commitment to J.E.D.I., and aligns with values	Offer J.E.D.I. and intercultural training and development programs to hiring managers and leadership; consider blind resume review	Engage with J.E.D.I. consultant to review and recommend changes, share gender and diversity hiring goals and report progress firmwide
Recruiting Sources	Evaluate recruiting sources for alignment with J.E.D.I. commitment and values	Add diverse recruiting sources, increase strategic hiring outside local geographic region	Partner with MSI/HBCU, community, agricultural and technical colleges, etc.
Employee Referrals	Review current program to ensure a homogeneous group is not encouraged	Consider offering extra incentives for referrals of historically underrepresented candidates	Offer extra incentives to those who refer historically underrepresented candidates and support MSI/HBCU recruitment
RETENTION	Regularly collect feedback from current and departing staff as a means of identifying changes that can support retention through better alignment with J.E.D.I. principles		
Equity Scholarships	Provide financial support to outside organizations formed for historically underrepresented individuals - recognizing architecture, interior design and engineering disciplines, and organizations for our Black, Hispanic/Latinx, AAPI, and Native American Indian populations. One (1) scholarship assisting a historically underrepresented student during their final year of college is established inclusive of a summer with housing stipend	Triple the number of summer internships for historically underrepresented students and build a strong connection with at least one architectural school program to support growth of historically underrepresented architecture talent pool	Hire 50% of historically underrepresented summer students for full time employment post graduation
Pulse Surveys	Ask standard questions on a regular basis to monitor changes and highlight areas of improvement, with results shared within 2 weeks of the survey being completed	Make changes based on the feedback offered; repeat the process on a regular basis to ensure continuous improvement, conduct a survey by a third-party consultant to prompt honest answers in comfortable context	Hire dedicated internal J.E.D.I. Directors/Staff
Attrition	Turnover data is reviewed for trends in voluntary terminations. Exit interviews have additional question about satisfaction of the firm's equity work with HR reporting on themes surfacing in exit interviews with action plans for implementing changes	Make changes based on the feedback offered; repeat the process on a regular basis to ensure continuous improvement	Historically underrepresented employee voluntary turnover is lower than the firm's turnover for the year
Stay Interviews	Partnering with the HR leaders, conduct stay interviews, compile themes and develop action plans for changes	Develop a framework for discussing the firm's culture & climate and systems & structures, with policies and procedures in place	Establish a solid feedback loop from employee input to leadership actions to changes implemented. Share the feedback with the firm via a town hall discussion
Employee Relations	Ensure all consistent processes are followed	Commit to zero tolerance for retaliatory behavior	Host supervisor training for performance management to ensure consistency and the needs of the employee as the focus
Employee Recognitions	Communicate learn process and criteria so the process is transparent and fair	Engage stakeholders to solicit feedback on the process and outcomes; put feedback into practice	Engage with J.E.D.I. consultant to review recommend changes
Exit Interviews	Ensure all consistent processes are followed	Measure and communicate J.E.D.I. metrics on demographics leaving; ensure reasons for leaving are brought to the attention of leadership and addressed immediately	Engage with J.E.D.I. consultant to review recommend changes
Outplacement	If there is a separation of a top J.E.D.I. talent due to business reasons, share their qualifications with contacts in the industry for a connection to keep the talent engaged	Continue to communicate keep in touch with former employee as business needs change	Engage with J.E.D.I. consultant to review recommend changes
CAREER ADVANCEMENT	Provide resources and support for career advancement and leadership development in a manner that is inclusive and accounts for cultural differences		
Licensure Support	Provide ARE and NCIDQ study materials + exam reimbursement for all staff	Provide paid time off to test for exams	Provide paid time off to study for exams, consider offering some study hours during business hours to accommodate for flexible work schedules
Leadership Development	Provide access to all training for both soft skills and technical skills; focused training for specific needs, such as networking, clearly communicate key criteria for promotions	Integrate J.E.D.I. materials and acknowledge contributions from diverse colleagues, integrate cultural differences into leadership training resources	Be a champion for and advocate for J.E.D.I. by speaking up and showing up for diverse colleagues
Mentorship Program	Establish a mentorship program with time allocated for participation. Participation is at the local office level with leadership endorsement. Review mentoring platform and connections to ensure pairing is fair.	Expand program to a firmwide cross office mentorship program, establish core-hours time allocated for participation. Leadership is an active participant as mentor. Partner with outside organizations to share mentoring resources; encourage mentees to also be mentors within their alumni schools (college and high school)	Lead mentorship program with mid-level leaders, embrace the employee group with survey results showing improvement in a sense of belonging atmosphere. Engage with J.E.D.I. consultant to review recommend changes
Candidate Advocacy and Sponsorship	Historically underrepresented employees are intentionally connected to historically underrepresented mentors so they can speak freely about unintended obstacles encountered in the firm culture	Historically underrepresented employees, their mentors, and allies are active in firm initiatives, and are speaking openly about improvement opportunities. Their efforts are supported by the strong foundational knowledge of race and gender systems and structures as a result of leadership group J.E.D.I. education	Historically underrepresented employees feel they can bring their authentic selves to their work environment, can speak freely without fear of repercussions and the voices are heard in new ways
WORKLIFE INTERGRATION	Regularly review compensation and benefit packages to ensure they support all employees in equitable manner		
Compensation Process	Conduct a pay equity audit	Address issues in compensation process and results	Engage with J.E.D.I. consultant to review recommend changes
Paid Leave	Provide leave comparable to FMLA leave if not required; allow employees to use vacation, sick, paid time off or other paid leave in conjunction with unpaid leave while providing a supportive return policy that includes part time work	Provide partial paid leave (FMLA/Non FMLA)	Offer full paid time off (FMLA/Non FMLA)
Benefit Plans	Provide various healthcare plans (options)	Offer gender transitioning benefits, offer long-term care benefit	Offer company paid confidential benefits consultant
Mental Health	Offer free or low-cost mental health services	Offer bereavement counseling services	Offer Psychological First Aid (PFA) training to all employees
Well-being	Offer annual flu shots/ health fairs	Provide paid sick leave (short/long term)	Set up Employee Assistance Fund for emergency use
Flexible Work	Offer flexible working policy	Offer full-remote working policy	Provide safe spaces/office forums for staff to discuss pressures of work/life balance that can contribute to policy decision making
INCLUSIVE WORKPLACE	Develop a workplace that is inclusive and allows all employees to do their best work through awareness, training and recognition of diverse cultures.		
J.E.D.I. Training	Conduct annual mandatory unconscious bias training	Conduct annual mandatory intercultural competency training	Create a compensation philosophy. Every 4 years, conduct third-party pay equity assessment firmwide
J.E.D.I. Professional Development	Develop firmwide training on the AIA Guides for Equitable Practice	Provide dedicated J.E.D.I. professional development hours	Be a champion for and advocate for J.E.D.I. Speak up and show up for diverse colleagues
Inclusivity	Establish Employee Resource Groups (ERGs) for integration with firm culture	Provide monetary support for ERG's to allow for training/guest speakers/ volunteering efforts	Allow ERG's to become embedded into firmwide decision making process in partnership with leadership
Culture	Celebrate staff diversity through social media and website	Celebrate diversity throughout the year with monthly highlights aligned with national celebrations (BIPOC, Women, LGBTQIA+)	Offer firm sponsored events with outside organizations
Storytelling	Allow employees to share their personal/professional experiences	Provide quarterly internal opportunities for communication/ listening for employees	Create meaningful action plan to address areas of concern that may come up throughout employee storytelling
Celebrations	Provide bonuses for licensure	Celebrate and promote employees for awards, milestones, leadership internally and externally	Celebrate personal milestones (ex: gay couple adoptions!)
Champions	Be a champion for and advocate for J.E.D.I. Leaders speak up and show up for diverse colleagues	In addition to the foundational efforts, integrate BIPOC materials and acknowledge minority contributions	In addition to elevated efforts, be engaged at the State and Local levels re: Policies, legislation, integrated public housing, etc
Anti-harassment	Implement Anti-Harassment, Anti-Bullying, Anti-Retaliation policies	Create safe environment and clear process for reporting such incidents	Develop and implement gender transitioning in the workplace guidelines
Anti-racism	Develop an Anti-Racism policy, communicate clear process for reporting such incidents	Provide how to be an ally in the workplace training	Implement a guest speaker policy, outlining firm's J.E.D.I. goals and values
Language Guide	Encourage use of inclusive language, name pronunciation, and preferred pronouns as email option and staff resource	Collaborate with diverse staff to maintain and update glossary	Provide training of updated terms and language
Paid Holidays	Evaluate whether the current roster of holidays reflects a commitment to J.E.D.I. and aligns with values	Include cultural holidays as part of the firm calendar, add the option cultural holidays that are preferred	Re-imagine Cultural Paid Holidays. Hire/ dedicate HR staff to J.E.D.I. focused efforts. Offer the option to donate the compensation to a charity of their choice
Celebrate Heritage Days	Offer educational resources to staff about history and significance of holidays; allow paid time for staff to volunteer and participate in community service	Allow platform for BIPOC employees to share personal meaning of these holidays; encourage and support J.E.D.I. focused affinity groups within firm with regularly scheduled activities for integration with firm culture	Provide company wide/paid volunteering efforts to celebrate holidays
Equitable Purchasing of Business Supplies	Establish a network of diverse suppliers for office supplies and equipment when possible	Establish contracts with race and gender conscious xBEs (WBE, MBEs, DBE, etc)	Identify, seek and establish contracts race and gender conscious xBEs (WBE, MBEs, DBE, etc)
POLICIES & PROCEDURES	Establish policies and procedures based on a J.E.D.I. strategic plan, frequently review with J.E.D.I. consultants for plan alignment, and conduct firmwide training to support implementation.		
Firm Policies	Hire J.E.D.I. Consultant to review policies & statements	Create Internal J.E.D.I. Committees to regularly evaluate policies	Hire dedicated internal J.E.D.I. Directors/Staff
J.E.D.I. Strategy	Develop a J.E.D.I. strategic plan with mission, vision and values (or alignment with the organization's)	In addition to the foundational efforts, create: Internal J.E.D.I. Committees and/or Affinity Groups (ERGs); J.E.D.I. tool kit for hiring managers; Offer firmwide J.E.D.I. and intercultural training/development programs; Conduct J.E.D.I. survey annually; release the information internally and externally; Consider participating in JUST, SoCal NOMA challenge, etc	In addition to the elevated efforts, create: Hire dedicated internal J.E.D.I. Directors/Staff. Hold hiring managers accountable; Develop advocates within employees to advance this initiative both internally and within the community; Ensure that transparency and accountability are valued and modeled by leadership
Refer to Other Sections for Additional Policy Guidelines	Firm Culture Leadership Composition Recruitment Retention	J.E.D.I. commitment, employee referrals, recruiting process, recruiting sources, employee relations, employee recognitions, exit interviews, outplacement	

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DESIGN PROCESS	Promote J.E.D.I. in the process, outcome, and impact of design through diverse participation and just and equitable practices.		
DESIGN IMPACT	Facilitate a design process that works to integrates diverse community engagement, and promotes efforts to advance JE DI work, including environmental climate justice in evolving design practices.		
Integrate J.E.D.I. into Design Practices	Implement design features to support members of diverse groups, refer to Design for Equitable Communities and Design for Change	Facilitate design process to improve the experiences of members from diverse groups; research emerging design methodologies to further advance J.E.D.I. in the built environment	Educate clients and industry partners on design issues affecting diverse groups
Social and Environmental Justice	Identify resources and staff to support this effort as an organization; educate staff on key design criteria, refer to LFRT Climate Justice document	Provide support for employees to volunteer. Partner with clients and utilize vendors and consultants with aligned commitment	Endow fund chair in design program to focus on social, environmental, and climate justice
Owner's Project Requirements (OPR)	Identify opportunities for environmental, social, and community goals in OPR	Integrate environmental, social, and community objectives as standard process for developing OPR	Set standards for design for environmental, social, environmental, climate, and community impact
Indigenous Land	Prepare Indigenous land acknowledgment statements; share at meetings, on documents, and on plaques	Support Indigenous organizations by donating team and money	Support Indigenous-led change movements and campaigns
Visioning Charrette	Work with client to establish J.E.D.I. goals for the project	Lead design charrettes with diverse community members; align clients and projects goals with community goals	Establish guidelines for best practices for establishing J.E.D.I. project goals; present and publish findings
Design Equity Tools	Develop project objectives that acknowledge the Social Determinants of Health and the built environment's impact on historically underserved communities	Submit project to the Building EJ Tool. The Project Tool interactive questionnaire follows the USGBC's LEED Project Team Checklist for Social Impact	Implement the WELL Health Equity Rating to your projects
REPRESENTATION IN MEDIA	Be intentional, authentic and inclusionary in material for publication including renderings and project photography.		
Media	Be intentional in including historically underrepresented employees in proposals and marketing materials	Celebrate gender and race/ethnicity diverse representation in leadership on your firm/organization website	Develop a social media strategy that acknowledges heritage month celebrations and representation
Project Imagery	Provide a diversity of gender, age, ability, and race/ethnicity entourage library for greater representation in project imagery	Integrate historically underrepresented authors in books and materials, and acknowledge their contributions	Increase diversity of gender, age, ability, and race/ethnicity representation in project featured photography
CLIENT AND PARTNERS	Be clear and vocal about your commitment to J.E.D.I. principles and seek clients and partners who share those values. Actively seek to collaborate with diverse partners in an equitable manner.		
J.E.D.I. Alignment	Create a framework for fostering an organization wide J.E.D.I. focused culture that leads to the right conditions for values alignment with clients when possible	Identify and research clients, consultants and collaborators with shared J.E.D.I. values to collaborate with on projects.	Decline work for and with clients, consultants, and collaborators that do not share the firms J.E.D.I. focused values
Project Impact	Create a framework for including the J.E.D.I. lens on work; ensure that the impact is positive	Identify and research clients, consultants, and collaborators with shared J.E.D.I. values to collaborate with on projects	Decline work for and with clients, consultants, and collaborators that do not share the firm's J.E.D.I. focused values
Project Teams	Recognize importance of diverse perspectives for design excellence;	Elevate diverse team members as project leaders and subject matter	In addition to the foundational and elevated efforts, diverse team members
Joint Ventures (JVs)	Create project teams that include women and historically underrepresented professionals in prime roles with significant project responsibilities	Collaborate with consulting firms that are race ange gender conscious xBEs (WBE, MBEs, DBE, etc)	Collaborate on projects with local race ange gender conscious xBEs (WBE, MBEs, DBE, etc) and A&E partners, strive for 50/50 split of project scope
Community Participation	Facilitate community stakeholder workshops	Compensate key community volunteers for time spent organizing and facilitating workshops	Hire local community member to facilitate participation process throughout design and construction
Contractors	Promote construction firms that actively seek sub-contractors that are race and gender conscious xBEs (WBE, MBEs, DBE, etc)	Partner on projects with construction firms that are race and gender conscious xBEs (WBE, MBEs, DBE, etc)	Research, identify and seek projects with established goals for minority firm participation
ENGAGEMENT	Engage with community and educational organizations to elevate awareness of, access to and involvement in the profession of architecture and design in a more Just and Equitable manner.		
K-12	Actively engage in career development and mentorship programs at the K12 level with a focus majority BIPOC communities through scholarships, events, and support of employee participation.		
Career Development Programs	Present at annual career day at school	Present to more than one school each year at different levels (elementary, middle school, high school)	Establish long-term relationship with school and invite classes to visit office. Strive for diverse participation among presenter group
STEAM Programs	Identify local schools that offer STEAM programs	Build relationship with school and participate in programs (i.e. teaching)	Develop a curriculum/program for school as well as a committed relationship offering on-going mentorship for resilience, climate justice and J.E.D.I.
ACE Mentor	Encourage participation by promoting events and encouraging staff to join local chapters	Sponsor the program at specified level	Commit to participating in the annual competition; create scholarship for student
NOMA Project Pipeline	Volunteer/participate and promote event	Sponsor the program at specified level	Commit to participating in the annual competition; create scholarship for student
Design Curriculum	Share anti-racist, social justice, and environmental justice design resources with K-12 program leaders	Work with teachers to include anti-racist, social justice, and environmental justice design methodology in classroom lessons	Lead workshops to introduce teachers to anti-racist, social justice, and environmental climate justice design
HIGHER ED ENGAGEMENT	Actively engage in career development and mentorship programs through scholarships, events, and support of employee participation as well as advocating for J.E.D.I. Curriculum/teaching methodology.		
Career and Interview Days	Establish a commitment to attending career fairs at schools with diverse student enrollment, MSIs, HBCUs, etc	Collaborate with students on events and programs	Offer portfolio reviews and mock interviews for students. Strive for diverse participation among presenter group
Career Development Programs	Connect with alumni of MSIs, HBCUs, community colleges, and agricultural and technical colleges to support a diverse talent pool	Participate in HBCU Mentorships programs, Arquitina, NOMA Foundation Fellows, and MSI/HBCU internship program	Dedicate internship position to alumni
Student Organizations At Predominately White Institutions (PWIs)	At PWIs, seek out opportunities to support BIPOC student and organizations	Collaborate with students on events and programs	Hire for internship and maintain committed relationship with students/ organizations. Build cost into annual budget to cover staff volunteer hours/ efforts. Offer housing stipend as part of internship, if applicable.
Minority Servicing Institutions (MSIs) & Historically Black Colleges and Universities (HBCUs)	Establish relationship with the MSI/HBCU with architecture programs or industry related programs, attend career fair	Volunteer as design reviewer or lecturer; contribute financial support to design program; maintain dedicated MSI/HBCU recruiting; provide MSI/HBCU internship with housing stipend	Build committed relationship with school; create scholarships; hire from school and mentor recruit for grow/ success within firms; host year end portfolio presentation at firm; build into annual budget to cover staff volunteer hours/ efforts; assign firm liaison
Community College	Understand what design related programs are offered in schools in region	Provide support for students in pipeline programs to prepare them for transition to completing their professional degree at 4-year institution	Hire for internship and maintain committed relationship with the programs. Build cost into annual budget to cover staff volunteer hours/ efforts
Design Curriculum	Encourage instructors to evaluate diversity of architects and design precedents; incorporate anti-racist, social justice, and environmental climate justice design methodology in curriculum	Encourage schools to expose students to broad range of cultural and indigenous architecture	Encourage schools to expose students to broad range of cultural and indigenous architecture
Teaching Methodology	Advocate on behalf of historically underrepresented students and staff for changing the requirements for accreditation that restrict a fluid, creative learning process, and may inhibit students' ability to bring new methods, processes and outcomes to the discipline	Support student-led efforts i.e.. to co- create a fluid curriculum that responds to the interests and priorities of the student body, instead of the niche interests of faculty and instructors.	Develop and share evolving methodologies for collaborative, non-hierarchical learning. Sustain these methodologies by providing mentorship and support for all members of the educational community
PARTNER ORGANIZATIONS	Identify and partner with organizations that have a J.E.D.I. focus through membership SUPPORT and active leadership both at the firm and employee level as well as donations and sponsorships.		
Architects Foundation	Promote awareness and donate to foundation	Volunteer with the foundation	Commit to Legacy Giving; sponsor a scholarship
IIDA ASID	Promote J.E.D.I. focused initiatives within organization i.e. IIDA's Design Unity Initiative or IIDA Equity Council	Join or sponsor equity-focused initiatives i.e. IIDA Equity Council	Commit to providing mentorship; build into annual budget to cover staff volunteer hours/ efforts, assign firm liaison
NOMA NOMAS	Promote awareness of organization/ events, and sponsor staff memberships	Participate in and/ or sponsor programs (NFF, HBCU Professional Development program, NOMA Career Fair)	Build into annual budget staff volunteer hours/ efforts; assign firm liaison; commit to hire from HBCU PDP or Career Fair
Hispanic, Latino/Latina, Latine/Latinx organizations	Promote awareness of organization/events, and sponsor staff memberships for local AIA Chapter's "Latinos in Architecture", LA.IDEA, Chicago's Arquitectos, etc	Participate in and/or sponsor programs and events, celebrate employee engagement	Commit to providing mentorship; build into annual budget to cover staff volunteer hours/ efforts, assign firm liaison
Arquitina	Promote awareness of organization/events, and sponsor staff memberships of Arquitina, office purchase "Latinas in Architecture: Stories of raising the 1% one Latina at a time" book	Participate in and/or sponsor programs and events, celebrate employee engagement	Commit to providing mentorship; build into annual budget to cover staff volunteer hours/ efforts, assign firm liaison
American Indian organizations	Promote awareness of organization/events, and sponsor staff memberships of the American Indian Council of Architects & Engineers and similar organizations	Participate in and/or sponsor programs and events, celebrate employee engagement	Commit to providing mentorship; build into annual budget to cover staff volunteer hours/ efforts, assign firm liaison
Asian American & Pacific Islander organizations	Promote awareness of organization/events, and sponsor staff memberships for AIA Asian American Design Union Committee, and similar organizations	Participate in and/or sponsor programs and events, celebrate employee engagement	Commit to providing mentorship; build into annual budget to cover staff volunteer hours/ efforts, assign firm liaison
LGBTQIA+ organizations	Promote awareness of organization/events, and sponsor staff memberships of local AIA LGBTQIA+ and similar committees	Participate in and/or sponsor programs and events, celebrate employee engagement	Commit to providing mentorship; build into annual budget to cover staff volunteer hours/ efforts, assign firm liaison
Immigrant Architects	Promote awareness of organization/events, and sponsor staff memberships of the Immigrant Architects Coalition	Participate in and/or sponsor programs and events, celebrate employee engagement	Commit to providing mentorship; build into annual budget to cover staff volunteer hours/ efforts, assign firm liaison
AIA Equity Committees	Promote awareness of organization/events, and sponsor staff memberships for local AIA Equity, JE:DI, J.E.D.I., WIELD, Women in Architecture (WIA) and similar committees	Participate in and/or sponsor programs and events, celebrate employee engagement	Commit to providing mentorship; build into annual budget to cover staff volunteer hours/ efforts, assign firm liaison
Build Out Alliance	Promote awareness of organization/events, and sponsor staff memberships	Participate in and/or sponsor programs and events, celebrate employee engagement	Commit to providing mentorship; build into annual budget to cover staff volunteer hours/ efforts, assign firm liaison
NSBE	Promote awareness organization/ events; sponsor memberships; become familiar with the Game Change 2025 plan	Partner with the organization	Identify NSBE affiliate minority owed businesses and commit to protégé relationship or partnering on pursuits
Conferences	Identify conferences which prioritize J.E.D.I. advancement, sponsor local and national conferences	Provide scholarships for diverse staff and students to attend conferences	Support diverse staff to present and lead sessions at events
Say It Loud	Amplify historically underrepresented designers and architects through Say It Loud Exhibits	Support BIPOC designers and architects to submit by providing significant project opportunities, marketing support, and registration fees	Host Say It Loud in every state
Charitable Donations	Donate to organization's scholarship fund to support underrepresented youth's academic pursuit	In partnership with organization, create local scholarship to support underrepresented youth's academic pursuit	Annual organization scholarship to support underrepresented members to participate in professional organizations
Leadership	Join and engage with local chapter of allied professional organizations. Be a champion and advocate for J.E.D.I	Encourage and support leadership in allied professional organizations	Advocate for legislation at state and local levels that benefits the growth, resources, and infrastructure that lead to prosperity of all communities. Create scholarships to support underrepresented member participation in professional organizations
COMMUNITY ENGAGEMENT	Identify and support community organizations through volunteerism, pro bono design and sponsorship		
Local Communities	Seek and volunteer for Community Service Projects by J.E.D.I. focud non-profit organizations	Partner with J.E.D.I. focused non-profit organization and sponsor recurring Community Service project	Provide pro-bono design or consulting services to organizations or businesses from historically disinherited communities of color
Non Profits	Begin public interest design pro-bono work in local communities. Give back target goal of 1%	Mentor non profits to develop better engagement and outreach	Partner with non profits to advance goals. Champion partners within the community, and with clients
Pro Bono	Engage in public interest design pro-bono work in local communities and support through charitable contributions	Begin public interest design pro-bono work in local communities. Give back target goal of 1%	Support 501c3 Foundation serving marginalized and underrepresented communities