



JUSTICE EQUITY DIVERSITY + INCLUSION

ADVOCACY GUIDE

Prepared by AIA Large Firm Round Table JE | DI task force & HR subcommittee, October 2021

This JE | DI Advocacy Guide is intended to provide a development pathway for firms looking to advance diversity in design, in our professions, and in our organizations. This document provides guidance and examples for each category of action, from acknowledgment to adaptation. The continuum proposes strategies for progressive engagement, resource partners, and additional programs to consider.

In the field of architecture, diverse perspectives and voices are critical to design excellence. When such viewpoints are missing, the impact can be far reaching and long-lasting, and can negatively affect the future of our profession. Acknowledging that an equitable design process is key to continuing to advance underrepresented populations, AIA LFRT member firms must lead by example. **We must work diligently to advocate for the changes in firm culture, design process, and engagement that will improve our profession, our communities, and the planet.**

Each firm should focus on continuous improvement to advancing diversity within the profession, beginning with using data to measure current positions and opportunities for action. In progressing along the continuum from “**building a foundation**” to “**elevating**” to “**demonstrating excellence**,” firms must address multiple aspects of diversity in practice and design, seek new avenues for engagement, and pursue systematic change. The resources within this guide are examples; the framework and pathway for each firm may be unique. Focusing in on a few key aspects in the beginning provides progress that firms can use to champion this initiative, leading to greater success within the industry.

AIA LFRT member firms will commit to the principles outlined in the Advocacy Guide by signing the JE | DI Commitment. This JE | DI Advocacy Guide reflects the shared values of all of the member firms.

Building A Foundation

In these efforts, firms invest in frameworks and practices to promote JE | DI in the profession.

Elevating

In addition to the foundational efforts, firms further advance initiatives to elevate JE | DI in the profession.

Demonstrating Excellence

In addition to the foundational and elevated efforts, firms advance systematic transformation through JE | DI leadership in the profession.

FIRM CULTURE

Foster a firm culture of JE | DI through leadership commitment, inclusive talent development, and strategic policies and procedures

FIRM COMPOSITION

Advance a JE | DI firm composition at all levels through awareness, transparency, training, and mentorship.

RECRUITMENT

Continually assess and refine hiring processes that promote JE | DI values and contribute to a composition that is diverse firm-wide and reflective of the communities you serve.

RETENTION

Regularly collect feedback from current and departing staff as a means of identifying changes that can support retention through better alignment with JE | DI principles

CAREER ADVANCEMENT

Provide resources and support for career advancement and leadership development in a manner that is inclusive and accounts for cultural differences

WORK LIFE INTEGRATION

Regularly review compensation and benefit packages to ensure they support all employees in equitable manner

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.

POLICIES AND PROCEDURES

Establish policies and procedures based on a JE | DI strategic plan and frequently review with JE | DI consultants to ensure alignment with the plan. Conduct firm wide training to support implementation.

Building A Foundation

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Elevating

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Demonstrating Excellence

In addition to the foundational and elevated efforts, firms advance systematic transformation through JE | DI leadership in the profession.

DESIGN PROCESS

Promote JE | DI 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.

REPRESENTATION IN MEDIA

Be intentional, authentic and inclusionary in material for publication including renderings and project photography.

CLIENT AND PARTNER RELATIONSHIPS IN MEDIA

Be clear and vocal about your commitment to JE | DI principles and seek clients and partners who share those values. Actively seek to collaborate with diverse partners in an equitable manner.

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.

HIGHER ED ENGAGEMENT

Actively engage in career development and mentorship programs at the College/University level with a focus on HBCUs and community colleges through scholarships, events, and support of employee participation as well as advocating for JE | DI Curriculum/teaching methodology.

PARTNER ORGANIZATIONS

Identify and partner with organizations that have a JE | DI focus. Engage with these organizations through support of membership and active leadership both at the firm and employee level as well as donations and sponsorships.

COMMUNITY ENGAGEMENT

Identify and support community organizations through volunteerism, pro bono design and sponsorship

Glossary

JE | DI - an interconnected concept of Justice, fair and just processes; Equity, equitable access to the same opportunities; Diversity, recognizing differences; and inclusion, valuing, respecting, and embracing those differences

Diverse - a broad category to describe a mix of people with a wide range of visible and invisible personal and group characteristics, backgrounds, experiences, and preferences

BIPOC - a category to describe people who are not white, or not of European origin; stands for Black Indigenous, and people of color

LGBTQIA+ - a category to describe people with a variety of sexual orientations and gender identities; stands for “lesbian, gay, bisexual, transgender, queer, intersex, asexual”

For additional terms, refer to Guides for Equitable Practice glossary.
content.aia.org/sites/default/files/2020-11/AIA_Guides_Glossary_2020.pdf

Resources

National Organization of Minority Architects (NOMA)
noma.net

SoCal NOMA DEI Challenge
socialnoma.org/dei-challenge

National Society of Black Engineers
nsbe.org

AIA Architects Foundation
architectsfoundation.org

American Society of Civil Engineers (ASCE)
asce.org

American Society of Interior Designers (ASID)
asid.org/

American Society of Landscape Architects (ASLA)
asla.org

International Interior Design Association (IIDA)
iida.org

National Council of Structural Engineers Associations (NCSEA)
ncsea.com

Design Resources

AIA Framework for Design Excellence, Design for Equitable Communities:
aia.org/showcases/6082410-design-for-equitable-communities

Design as Protest
dapcollective.com

Social Economic Environmental Design Network
seednetwork.org

NAACP Environmental & Climate Justice
naacp.org/know-issues/environmental-climate-justice

LFRT Climate Justice SAY IT LOUD
beyondthebuilt.com/say-it-loud

Community Engagement Design Curriculum

ACE Mentor Program
acementor.org

Project Pipeline
noma.net/project-pipeline

[Diversify Architecture]
diversifyarchitecture.com

AIA State of Diversity
aia.org/resources/12416-examining-the-state-of-diversity

Building A Foundation

Elevating

Demonstrating Excellence

FIRM CULTURE

Foster a firm culture of JE | DI through leadership commitment, inclusive talent development, and strategic policies and procedures

FIRM COMPOSITION

Advance a JE | DI firm composition at all levels through awareness, transparency, training, and mentorship.

JE | DI Commitment

Evaluate whether the current representation reflects a commitment to JE | DI and aligns with values; measure annual qualitative benchmarking of employee diversity stats

Offer JE | DI and cultural training | development programs to hiring managers and leadership, including cultural competency interview training

Engage with JE | DI consultant to review | recommend changes; conduct annual surveys of diversity competency

Leadership Groups

Compensation Committee,
Promotions Committee,
Shareholders, Stakeholders

Share firm’s transparency for the purpose of the groups, with clear definition of requirements and expectations for individuals 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 education so they have a 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, BIPOC employees 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 the pipeline with clear paths to higher leadership; identify opportunities for stretch firm leadership roles

All ExCom members participate in gender and race education so they have a strong knowledge of the systems and structures at play. Key leadership positions have identified successors and individuals are actively involved in taking on advanced leadership roles and/or guiding task forces to advance firm initiatives

Succession plans for all key leadership positions have been identified and are actively in place

Building A Foundation

Elevating

Demonstrating Excellence

FIRM COMPOSITION Advance a JE | DI firm composition at all levels through awareness, transparency, training, and mentorship.

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 education so they have a strong knowledge of the systems and structures at play. Board composition has shifted to show more gender and race representation from June 2021; outside Board advisor (non-voting) added to represent the community BIPOC voice as the voices of all stakeholders have strong representation

Board representation mirrors gender and race 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 JE | DI 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; offer tours to the students of projects or office space;

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 JE | DI 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

	Building A Foundation	Elevating	Demonstrating Excellence
RECRUITMENT	Continually assess and refine hiring processes that promote JE DI values and contribute to a composition that is diverse firm-wide and reflective of the communities you serve.		
Recruiting Process	Evaluate whether the current process eliminates bias, reflects a commitment to JE DI, and aligns with values	Offer JE DI and cultural training development programs to hiring managers and leadership; consider blind resume review	Engage with JE DI consultant to review recommend changes, share diversity hiring goals and progress firm wide
Recruiting Sources	Evaluate recruiting sources for alignment with JE DI commitment and values	Add diverse recruiting sources, increase strategic hiring outside local geographic region	Partner with HBCUs, 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 diverse candidates	Offer extra incentives to those who refer diverse candidates and or support organizational recruitment at HBCUs
RETENTION	Regularly collect feedback from current and departing staff as a means of identifying changes that can support retention through better alignment with JE DI principles		
Equity Scholarships	Provide financial support to outside organizations formed for BIPOC individuals - recognizing architecture, interior design and engineering disciplines plus organizations for our Black, AAPI and native American Indian populations. One scholarship to assist a BIPOC student during their final year of college is established. This is coupled with employment in the firm's summer student internship program plus a housing stipend	Triple the number of summer internships for BIPOC students and build a strong connection with at least one architectural school program as part of a pipeline development program	Hire 50% of BIPOC summer students for full time employment post graduation

	Building A Foundation	Elevating	Demonstrating Excellence
RETENTION	Regularly collect feedback from current and departing staff as a means of identifying changes that can support retention through better alignment with JE DI principles		
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 JE DI Directors/Staff
Attrition	Turnover data is reviewed for trends in voluntary terminations. Exit interviews have an added question around satisfaction with the equity work the firm is doing, 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	BIPOC voluntary turnover is at a rate less 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 and climate / systems and structures and policies and procedures is 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 JE DI consultant to review recommend changes

	Building A Foundation	Elevating	Demonstrating Excellence
RETENTION	Regularly collect feedback from current and departing staff as a means of identifying changes that can support retention through better alignment with JE DI principles		
Exit Interviews	Ensure all consistent processes are followed	Measure and communicate JE DI metrics on demographics leaving; ensure reasons for leaving are brought to the attention of leadership and addressed immediately	Engage with JE DI consultant to review recommend changes
Outplacement	If there is a separation of a top JE DI 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 JE DI 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 JE DI materials and acknowledge contributions from diverse colleagues, integrate cultural differences into leadership training resources	Be a champion for and advocate for JE DI 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 the program to a firm wide cross office mentorship program, establish with core-hours time allocated for participation. Leadership is an active participant as a 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 JE DI consultant to review recommend changes

	Building A Foundation	Elevating	Demonstrating Excellence
CAREER ADVANCEMENT	Provide resources and support for career advancement and leadership development in a manner that is inclusive and accounts for cultural differences		
Candidate Advocacy and Sponsorship	BIPOC employees are purposefully connected to BIPOC mentors so they can speak freely about unintended obstacles encountered in the firm culture	BIPOC employees and their mentors and allies are active in achievement of firm initiatives, and are speaking more openly about improvement opportunities. Their efforts are supported by the strong foundational knowledge of race and gender systems and structures because of the education the leadership group has received	BIPOC 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
WORK LIFE INTEGRATION	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 JE DI 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

	Building A Foundation	Elevating	Demonstrating Excellence
WORK LIFE INTEGRATION	Regularly review compensation and benefit packages to ensure they support all employees in equitable manner		
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.		
JE DI Training	Conduct annual mandatory unconscious bias training	Conduct annual mandatory intercultural competency training	Be a champion for and advocate for JE DI. Speak up and show up for diverse colleagues
Inclusivity	Establish Employee Resource Groups 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 firm wide decision making process in partnership with leadership
Culture	Celebrate staff diversity through social media and website	Celebrate diversity throughout the year with monthly highlights to partner with national celebrations (BIPOC, Women, LGBTQ+)	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

	Building A Foundation	Elevating	Demonstrating Excellence
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.		
Celebrations	Provide bonuses for licensure	Celebrate and promote employees for awards, milestones, leadership internally and externally	Celebrate personal milestones (ex: gay couple adopts!)
Champions	Be a champion for and advocate for JE DI. 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 the foundational and 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 JE DI goals and values
Language Guide	Encourage use of inclusive language, including name pronunciation and preferred pronouns as email option and resource to staff	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 JE DI 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 JE DI focused efforts. Offer the option to donate the compensation to a charity of their choice

	Building A Foundation	Elevating	Demonstrating Excellence
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.		
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 JE DI 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 Women Owned or MBEs	Identify, seek and establish contracts Women Owned or MBEs
POLICIES & PROCEDURES	Establish policies and procedures based on a JE DI strategic plan and frequently review with JE DI consultants to ensure alignment with the plan. Conduct firm wide training to support implementation.		
Firm Policies	Hire JE DI Consultant to review policies & statements	Create Internal JE DI Committees to evaluate policies on an ongoing basis	Hire dedicated internal JE DI Directors/Staff
JE DI Strategy	Develop a JE DI strategic plan with mission, vision and values (or alignment with the organization's)	<p>In addition to the foundational efforts, create Internal JE DI Committees and or Affinity Groups (ERGs)</p> <p>Create a JE DI tool kit for hiring managers</p> <p>Offer firm wide JE DI and cultural training development programs</p> <p>Conduct JE DI survey annually; release the information internally and externally</p> <p>Consider participating in JUST, SoCal NOMA challenge, etc</p>	<p>Hire dedicated internal JE DI Directors/Staff</p> <p>Hold hiring managers accountable</p> <p>Develop advocates within employees to advance this initiative both internally and within the community</p> <p>Ensure that transparency and accountability are valued and modeled by leadership</p> <p>Consider participating in JUST, SoCal NOMA challenge, etc</p>

POLICIES & PROCEDURES

Establish policies and procedures based on a JE | DI strategic plan and frequently review with JE | DI consultants to ensure alignment with the plan. Conduct firm wide training to support implementation.

Refer to Other Sections for Additional Policy Guidelines

Firm Culture

Leadership Composition

Recruitment

Retention

Work Life Integration

Inclusive Workplace

JE | DI commitment

Employee referrals, recruiting process, recruiting sources

Employee relations, employee recognitions, exit interviews, outplacement

Compensation process, paid leave, flexible work

JE | DI training, anti-harassment, anti-racism, language guide, paid holidays, celebrate heritage days

Design

Client relationships

Learning and development

JE | DI alignment

Licensure support, leadership development

Building A Foundation

Elevating

Demonstrating Excellence

DESIGN PROCESS

Promote JE | DI 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 JE | DI 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 JE | DI in the built environment

Educate clients and industry partners on design issues affecting diverse groups

Social and Environmental Justice

Identify resources | 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 | 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 JE | DI 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 JE | DI project goals; present and publish findings

	Building A Foundation	Elevating	Demonstrating Excellence
REPRESENTATION IN MEDIA	Be intentional, authentic and inclusionary in material for publication including renderings and project photography.		
Media	Be intentional in including BIPOC employees in proposals and marketing materials	Celebrate 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 diverse entourage library for greater representation in project imagery	Integrate BIPOC books and materials, and acknowledge minority contributions	Increase diverse representation in project featured photography
CLIENT AND PARTNER RELATIONSHIPS	Be clear and vocal about your commitment to JE DI principles and seek clients and partners who share those values. Actively seek to collaborate with diverse partners in an equitable manner.		
JE DI Alignment	Create a framework for fostering an organization wide JE DI focused culture that leads to the right conditions for values alignment with clients when possible	Identify and research clients, consultants and collaborators with shared JE DI values to collaborate with on projects.	Decline work for and with clients, consultants, and collaborators that do not share the firms JE DI focused values
Project Impact	Create a framework for including the JE DI lens on work; ensure that the impact is positive	Identify and research clients, consultants, and collaborators with shared JE DI values to collaborate with on projects	Decline work for and with clients, consultants, and collaborators that do not share the firm's JE DI focused values
Project Teams	Recognize importance of diverse perspectives for design excellence; ensure project teams reflect firm diversity	Elevate diverse team members as project leaders and subject matter experts	In addition to the foundational and elevated efforts, diverse team members lead project pursuits, including team composition and interview prep
Joint Ventures (JVs)	Create project teams that include BIPOC and women professionals in prime roles with significant project responsibilities	Collaborate with consulting firms that are Women Owned or MBEs	Collaborate on projects with local Women-owned and MBE A&E partners, strive for 50/50 split of project responsibilities

Building A Foundation

Elevating

Demonstrating Excellence

CLIENT AND PARTNER RELATIONSHIPS

Be clear and vocal about your commitment to JE | DI principles and seek clients and partners who share those values. Actively seek to collaborate with diverse partners in an equitable manner.

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 BIPOC/ Women Owned or MBEs/DBEs

Partner on projects with construction firms that are BIPOC/ Women Owned or MBEs

Research, identify and seek projects with established goals for minority firm participation

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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 JE | DI and climate justice

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

	Building A Foundation	Elevating	Demonstrating Excellence
HIGHER ED ENGAGEMENT	Actively engage in career development and mentorship programs at the College/University level with a focus on HBCUs and community colleges through scholarships, events, and support of employee participation as well as advocating for JE DI Curriculum/teaching methodology.		
Career and Interview Days	Establish a commitment to attending career fairs at schools with diverse student enrollment, 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 HBCUs, community colleges, and agricultural and technical colleges to encourage remaining in the profession	Participate in NOMA Fellows research and 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.
Historically Black Colleges and Universities (HBCUs)	Establish relationship with the 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 HBCU recruiting; provide 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

Building A Foundation

Elevating

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HIGHER ED ENGAGEMENT

Actively engage in career development and mentorship programs at the College/University level with a focus on HBCUs and community colleges through scholarships, events, and support of employee participation as well as advocating for JE | DI Curriculum/teaching methodology.

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 BIPOC 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 JE | DI focus. Engage with these organizations through support of membership 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 JE | DI 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 to cover staff volunteer hours/ efforts; assign firm liaison; commit to hire from HBCU PDP or Career Fair

Building A Foundation

Elevating

Demonstrating Excellence

PARTNER ORGANIZATIONS Identify and partner with organizations that have a JE | DI focus. Engage with these organizations through support of membership and active leadership both at the firm and employee level as well as donations and sponsorships.

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
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Say It Loud	Amplify BIPOC 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
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Conferences	Identify conferences which prioritize JE DI 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
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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
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Leadership	Join and engage with local chapter of allied professional organizations. Be a champion and advocate for JE DI	Encourage and support leadership in allied professional organizations	Engage at state and local levels to advocate for legislation that benefits the growth, resources; infrastructure and ultimately lead to prosperity of all communities and demographics. Create scholarship to support underrepresented members to participate in professional organizations
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Building A Foundation

Elevating

Demonstrating Excellence

COMMUNITY ENGAGEMENT

Identify and support community organizations through volunteerism, pro bono design and sponsorship

Local Communities

Seek and volunteer for Community Service Projects by non-profit organizations with JE | DI focus

Partner with non-profit organization with JE | DI focus 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

