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2023 AIA Fellowship

Candidate Diana Nicklaus
Organization saam architecture
Location Northborough, Massachusetts
Chapter AIA Massachusetts;

Category of Nomination

Object 2 > Practice (Management)

Summary Statement

Diana Nicklaus disrupted well-established tenets of practice by founding Saam Architecture with radical flexibility for all staff. Her prescient practice model, widely shared, has expanded the thinking of peers and clients through demonstrated design excellence.

Education

University of Texas at Austin, Austin, TX, 1997

4 years

Master of Architecture

Tufts University, Medford, MA, 1993

4 years

Bachelor of Arts in Art History, Minor in Urban Studies

Licensed in:

Massachusetts #31102, 2008-present

New York #029646, 2003-present

New Hampshire #03947, 2008-present

Maine #4007, 2008-present

Connecticut #0011735, 2009-present

Rhode Island #4805, 2016-present

North Dakota #3176, 2022-present

Employment

Saam Architecture, Boston, MA

Co-founder, President & CEO, 2014–present

8 years

Burt Hill/Stantec, Boston, MA

Senior Associate / Principal, 2008–2014

6 years

Bostwick Design Partnership, Cleveland, OH

Associate, 2005–2008

3 years

Westlake Reed Leskosky (now DLR Group), Cleveland, OH

Architect, 2003–2005

2 years

Venice Biennale 8th International Exhibition of Architecture Canada Pavilion, Venice, Italy

Pavilion Administrator, 2001

6 months

Studio Alberto Torsello, Venice, Italy

Designer, 2000

6 months

Gensler, New York City, NY

Designer, 1999–2001

2 years

Pei Cobb Freed & Partners, New York City, NY

Designer, 1997–1999

2 years

October 6, 2022

RK Stewart, FAIA
Chair, 2023 Jury of Fellows
The American Institute of Architects

Re: Nomination for **Diana Nicklaus, AIA**

Dear Mr. Stewart and Members of the Jury:

I have had the honor of writing letters of support for many colleagues over the years. However, this is my first opportunity to serve as a sponsor, and I can think of no one I recommend more highly for the College of Fellows than Diana Nicklaus.

In the decade I have known Diana, as a professional colleague, a collaborator in project pursuits and a leader in the AIA and the Boston Society for Architecture, her generous heartfelt smile consistently lifts my spirit and enriches the tenor of every encounter. It may seem strange to mention her smile, but it symbolizes her sincere ideals which respect, trust, and empower everyone she encounters. Regardless of the topic, she offers thoughtful perceptive observations and gentle questions which upend standard thinking. I deeply admire her ability to redesign and reframe problems and solutions in both physical work and process. There are very few people who truly think outside of the box, but Diana is one.

Her vision of radical flexibility – no limits on where, when, and how one works paired with unlimited vacation – in her firm, Saam, is daring and courageous – new ways of doing things always are and when tied to livelihood and professional success, doubly so. Saam's success is exceptional with demonstrated design excellence across a spectrum of projects for clients who benefit from the 91% staff retention and the firm's highly supportive culture which fosters a collective commitment to successful project delivery.

Diana has widely shared her unique practice model which offers a framework for talent retention in our profession which is sorely needed. With the onset of Covid, her prescient vision has received even greater attention resulting in webinars, virtual practice panels, and podcasts.

I trust the jury will find the information presented here compelling. Diana's passion for practice innovation elevates our community and offers a real world demonstration of equity and inclusion. It is an honor to call her a friend and recommend her nomination to the College of Fellows.

Sincerely,



Jean Carroon, FAIA, LEED Fellow
Principal – Design, Preservation, Sustainability
Goody Clancy

1.0 Summary of Achievements

Diana Nicklaus disrupted well-established tenets of practice by founding Saam Architecture with radical flexibility for all staff. Her prescient practice model, widely shared, has expanded the thinking of peers and clients through demonstrated design excellence.

DISRUPTING TRADITIONAL PRACTICE

Diana began an intentional experiment when founding Saam in 2014. She understood that a level playing field for all team members was essential to designing the firm she had envisioned throughout her career. After working in large firms for 15 years and experiencing the limitations of traditional practice, Diana reconciled her past experience and vision of supportive firm culture through a progressive practice model that empowers all team members to balance their work and life commitments.

At Saam, Diana fosters an equitable environment with a few simple policy decisions: providing every team member with a laptop to enable remote work and offering radical flexibility to conduct their work at any time or place of their choosing paired with unlimited vacation. Based on trust and communication, this approach allows all to manage their career on their own terms. Based in Boston, Saam competes for talent among the largest and most influential firms in the country, many of which epitomize traditional architectural practice. Offering staff radical flexibility presented a new paradigm; Saam's progressive approach propelled the firm's growth from 3 to 25 people within three years and leveraged like-minded designers who were excited to leave blue-chip firms for a new way of working.

WIDESPREAD INFLUENCE

Saam's practice model quickly drew attention as an innovative, equitable, and new approach to practice. Audiences are both eager to learn more and often skeptical about how radical flexibility works without compromising design collaboration. Frequently asked questions inspired Diana to develop a shareable proof of concept intended to embolden others to become change agents.

From conversations hosted by the Boston Society of Architecture to national conferences (#EQxDV Symposium; AIA Women's Leadership Summit), multiple AIA components have engaged Diana to speak on practice, including her role nationally as an Advisory Board Member for the Center for Practice. Diana has shared Saam's experiment, highlighting how this model has emerged as a practice that is 88% women and includes team members from 9 countries who speak 11 languages. Diana's approach, rooted in supportive teams and radical flexibility, has overcome many of the industry career pinch points for staff — moments of inflection where many often leave the profession.

In the 18 months following the onset of the COVID-19 pandemic, Diana was tapped to share Saam's model on remote collaboration, operating a hybrid practice, and maintaining a cooperative and

responsive firm culture for 9 different engagements, including webinars, virtual practice panels, and podcasts. Firms across the U.S. continue to reach out for perspective on managing return to office policies and defining hybrid practice models.

PUBLIC DESIGN EXCELLENCE

Aligning with the AIA Framework for Design Excellence, Saam's work focuses on a sustainable, equitable, resilient, and healthy built environment. The firm's employees live and design according to the framework's principles: sustainability (reduced carbon footprint due to remote work), resiliency (career continuity through supporting major life transitions) and equity (retention of and promotion of women in a male-dominated industry).

Saam's definition of design excellence extends beyond the AIA Framework to address the specific needs of Saam's municipal, state, and federal clients. While public projects are uniquely influenced by fiscal responsibility to the larger public, cyclical changes in leadership, and additional regulatory requirements, the flexible and collaborative nature of Diana's design team consistently exceeds public client expectations in its goal for shared success. Saam's ability to retain staff, in particular following life events such as parental leave, has allowed Diana's public agency clients to build a deeper rapport with a productive, service-focused, and highly communicative design team that maintains historical project knowledge as well as a sustained commitment to design excellence.

2.1 Accomplishments / Significant Work



McCormack Building Renovations

Location: Boston, MA
Completion: 2022 (Phase 1 of 3)
Role: Project Architect

Diana has led Saam's work in this state office building over the last six years. With 800,000 square feet and home to 33 agencies, the building's office space and infrastructure have required a series of projects to update the space since 2016. After focusing on implementation of infrastructure upgrades, the team has recently completed Phase 1 of the "Future of Work" scope, which will conclude at the end of Phase 3 in 2024.



City of Boston Engagement Center

Location: Boston, MA
Completion: 2021
Role: Principal-in-Charge

This project with the Boston's Public Facilities and Public Health Departments addresses housing insecurity and substance abuse issues while offering a welcoming, climate controlled space for anyone to spend time during the day. This new 6,000 square foot building was designed to welcome all to an equitable environment that provides respite.



645 Summer Street Modernization

Location: Boston, MA
Completion: 2016
Role: Project Executive

The revitalization of 645 Summer Street, located on the Boston waterfront, required a complete envelope renewal and a core-and-shell upgrade. The existing precast concrete facade panels have been rearranged to reference the iconic shipping containers of the adjacent marine related industrial / manufacturing as seen at the nearby Conley Container Terminal.



Hanscom Field ARFF & Customs & Border Protection Facility

Location: Bedford, MA
Completion: 2016
Role: Principal-in-Charge

This building includes two independent facilities for the Massport Fire Department and U.S. Customs and Border Protection. These two entities occupy roughly 11,500 gross square feet with shared infrastructure. The ARFF provides a high level of response for Massport fire fighters while the CBP space brings the airport additional safety and processing capabilities.

2020 CMAA New England Project Achievement Award

2.1 Accomplishments / Significant Work



Massachusetts Institute of Technology Athena Student Space

Location: Cambridge, MA
Completion: 2021
Role: Principal-in-Charge

This 4,000-square-foot space located in the MIT Stratton Student Center was transformed from rows of individual computer workstations into an open, flexible collaborative study lounge for students. Saam worked closely with student representatives to provide an environment to support team-based learning and problem-solving.



Northeastern University 177 Huntington Avenue, Floors 13 and 22

Location: Boston, MA
Completion: 2020
Role: Principal-in-Charge

Two 6,500-square-foot fit-outs of academic spaces, including areas for professors and their post-docs and graduate students, as well as support spaces, IT closet, kitchen, conference rooms, huddle space, and seminar area. The project created an open, inviting environment that brought academic and administrative groups together.

Archinect, “Ten academic architecture projects in Boston we liked this month by architects based in Boston,” March 24, 2020



908 Devices Corporate Headquarters

Location: Boston, MA
Completion: 2018
Role: Project Executive

Saam designed the new headquarters for this security R&D firm that develops purpose-built and user-centric devices to serve a range of security industries. The space showcases their entire manufacturing process, and has a distinct industrial feel with open ceilings and structural elements exposed, and transom windows throughout.



Boston Athletic Club

Location: Boston, MA
Completion: 2018
Role: Project Executive

As part of a major improvements project at the Boston Athletic Club (BAC), Saam updated the fitness room and designed environmental graphics that wrap around the double height space. The design concept utilizes the BAC’s logo and brand colors, which are also now integrated throughout the facility to unify the design throughout the gym and on the BAC website.

2.1 Accomplishments / Significant Work



Children's Dentistry of Northborough

Location: Northborough, MA
Completion: 2016
Role: Principal-in-Charge

This renovated space maximized the fun-factor with interactive and dynamic features, building on their existing under-the-sea theme. The project included details like a feature water wall, backlit ocean wave reception desk, ceiling-mounted monitors over exam chairs, wall-mounted iPads at kid-friendly heights, and ocean-themed translucent privacy panels.



WEX, Inc. 123 Darling Modernization

Location: South Portland, ME
Completion: 2016
Role: Principal-in-Charge

This 59,000-square-foot Shared Services and Information Technology facility supports WEX's nearby global headquarters facility, and provides WEX with state-of-the-art technology to better serve its customer base. The project included open office space, private offices, conference rooms, collaboration areas, a cafeteria with full servery, fitness space, hoteling zones, and IT service space.



WEX Corporate Headquarters Renovation

Location: South Portland, ME
Completion: 2014
Role: Principal-in-Charge

Saam was engaged by WEX to provide a refresh to their corporate headquarters, including the main lobby, cafeteria, conference rooms, and executive suites. The project supported the high-tech payment services company in its re-branding as it moved into the global marketplace.



University of Massachusetts Integrative Learning Center

Location: Amherst, MA
Completion: 2014
Role: Principal-in-Charge (CA)

This \$93M, 173,000-square-foot building includes state-of-the-art audiovisual devices and educational technologies, and accommodates up to 2,000 students. The ILC is designed to adapt to future digital technologies to match the evolving fields of news and journalism, training the students of today for the jobs of tomorrow. (At Burt Hill / Stantec)

2.1 Accomplishments / Significant Work



Isabella Stewart Gardner Museum Addition and Expansion

Location: Boston, MA
Completion: 2014
Role: Project Architect

This \$114M addition includes gallery space, conservation studios, executive offices, a music hall, a greenhouse, artists-in-residence housing, and art storage. As part of the Burt Hill Architect of Record team, Diana played a critical role in the design and construction of this landmark design project by Renzo Piano.
(At Burt Hill / Stantec)

2012 BSA People's Choice Award
2015 Harleston Parker Award



Roger E. Wellington Elementary School

Location: Belmont, MA
Completion: 2012
Role: Project Manager, Associate Architect

While at Burt Hill, Diana and Saam team members collaborated on this new elementary school housing 680 students from pre-K to 4th grade. The school is composed of two wings with a communal core, including a library, music rooms, and a cafetorium. This was a Chapter 149 public bid project, is CHPS certified, and was completed in collaboration with Jonathan Levi Architects.
(At Burt Hill / Stantec)

2013 Harleston Parker Award
2014 BSA Honor Award, Ed. Facilities



Community Health Center of Cape Cod Addition

Location: Mashpee, MA
Completion: 2011
Role: Project Manager

As part of a three-year plan, this 22,000 square foot expansion provided the community with greater access to behavioral health, pharmacy, optometry, radiology, mammography and walk-in / urgent care services. Additional space was included for specialty services and providers such as food pantries, and veterans' and immigrant organizations.
(At Burt Hill / Stantec)



Harvard University Jeremy R. Knowles Undergraduate Teaching Laboratories

Location: Cambridge, MA
Completion: 2010
Role: Project Manager

An 81-000-square-foot fit-out of biology and chemistry lab space offered Harvard a new type of teaching lab for undergraduates. An assessment of all existing teaching labs in the Faculty of Arts and Sciences shaped the vision of new labs. Diana coordinated the many specific needs of Harvard professors and researchers with multiple consultants, and successfully managed the CA phase. LEED Gold.
(At Burt Hill / Stantec)

2.1 Accomplishments / Significant Work



Akron Art Museum Addition and Expansion

Location: Akron, OH
Completion: 2007
Role: Project Architect

A northeastern Ohio landmark, this 63,300-square-foot addition connects with the existing 1899 Renaissance revival building. The new building created room for special exhibitions and increased facility space for educational workshops and public programs. The project was completed in collaboration with Coop Himmelb(l)au.
(At Westlake Reed Leskosky)

RIBA International Award



Cleveland Institute of Music Addition and Expansion

Location: Cleveland, OH
Completion: 2006
Role: Project Architect

A 35,000-square-foot expansion to this prestigious music school includes pedagogical and performance spaces, a striking curved facade and beautifully landscaped garden. This project also included construction of a new 250-seat recital hall, with precise acoustic standards suitable for recordings. The project was completed in collaboration with Charles Young Architects.
(At Westlake Reed Leskosky)



Musée d'Art Moderne Grand-Duc Jean

Location: Kirchburg,
Luxembourg
Completion: 2006
Role: Designer

This 113,000-square-foot modern art museum is located in Luxembourg's historic center. The museum includes a central hall, foyer, exhibition space, and a winter garden with a cafe and sculpture gallery, in addition to curatorial, administrative and art storage spaces. The main building is connected to a skylit pavilion through a bridge. Diana was a member of I.M. Pei's design team on the project.
(At Pei Cobb Freed)



University of Missouri Blanche Touhill Performing Arts Center

Location: St. Louis, MO
Completion: 2003
Role: Designer

Built as a campus anchor building, this 123,000-square-foot landmark performance facility provides a home for campus events, academic programs, and regional arts organizations. The venue contains three performance spaces with total seating for up to 2,225. The Center hosts an average of 120 events, 200 performances, and 90,000 visitors per year.
(At Pei Cobb Freed)

2.1 Accomplishments / Significant Work

PROFESSIONAL POSITIONS & AFFILIATIONS

Saam Architecture, Boston, MA

Co-founder, President & CEO, 2014–present

Burt Hill / Stantec, Boston, MA

Senior Associate / Principal, 2008–2014

Bostwick Design Partnership, Cleveland, OH

Associate, 2005–2008

Westlake Reed Leskosky (now DLR Group), Cleveland, OH

Architect, 2003–2005

Venice Biennale 8th International Exhibition of Architecture Canada Pavilion, Venice, Italy

Pavilion Administrator, 2001

Studio Alberto Torsello, Venice, Italy

Designer, 2000

Gensler, New York City, NY

Designer, 1999–2001

Pei Cobb Freed & Partners, New York City, NY

Designer, 1997–1999

EDUCATION

Master of Architecture

University of Texas at Austin, Austin, TX, 1997

Bachelor of Arts in Art History, Minor in Urban Studies

Tufts University, Medford, MA, 1993

PROFESSIONAL ACCREDITATIONS & LICENSES

Licensed Architect

Massachusetts	#31102, 2008–present
New York	#029646, 2003–present
New Hampshire	#03947, 2008–present
Maine	#4007, 2008–present
Connecticut	#0011735, 2009–present
Rhode Island	#4805, 2016–present
North Dakota	#3176, 2022–present

LEED BD+C

Accredited Professional, 2002–present

MCPPO

Massachusetts Certified Public Purchasing Officer, 2010–present

National Council of Architectural Registration Boards (NCARB)

1995–present

PROFESSIONAL ORGANIZATIONS

American Institute of Architects	2002–present
United States Green Building Council	2003–present
Boston Professional Women in Construction	2018–present
Massachusetts Building Congress	2013–2017

2.1 Accomplishments / Significant Work

PROFESSIONAL SERVICE

AIA National

Member, Center for Practice Advisory Board, 2022–present
Juror, Sho-Ping Leadership Grants
AIA Women’s Leadership Summit, 2017; 2019

Boston Society for Architecture

Board Secretary, 2019–present
Executive Committee Member, 2019–present
Chair, Governance Committee, 2019–present
Bylaw Updates, 2021
Board and Executive Director Assessments, 2021, 2022
Member, COO Search Committee, 2020

Local Task Force Member, AIA WLS 2023, 2022–present
Speaker, BSA Development Video, 2022
Task Force Member, BSA Guide for Best Practices (COVID), 2020
Task Force Member, Equity, Diversity, & Inclusion, 2019–2020
BSA Representative, Grass Roots Legislator Meetings, 2021

Professional Women in Construction

Founding Board President, 2017–2019
Past President / Board Member, 2019

Massachusetts Building Congress

Founding Co-Chair, Women’s Network 2014–15
Board Vice President, 2015–2016

Boston Women in Transportation

Advisory Board, 2019–2021
Scholarship Committee, 2016

ACE Mentorship Boston

Board Member, 2012–2014

COMMUNITY SERVICE

Town of Northborough, Massachusetts

Fire Station Building Committee, 2022–present
White Cliffs Building Committee, 2019–present
Design Review Board, 2016–2021
Master Plan Committee, 2017–2018

Northborough Junior Woman’s Club

Women in STEM Conference for Middle School Girls
Sponsor, 2011–2022
Instructor, Architecture Class, 2011–2022

Tufts University

Alumni Admissions Interviewer, 2005–2007; 2012–present

JURIES

Boston Architectural College, Boston, MA

Visiting Studio Critic, March 2021

ACEC Massachusetts Design Awards, Boston, MA

Juror, January 2018

AGC-MA Boston Women in Construction (BWIC) Awards, Boston, MA

Juror, March 2018

Syracuse University, Florence, Italy

Visiting Studio Critic / Lecturer on Palladio in Venice, July 2002

University of Texas at Austin, Studio Casiglion Fiorentino, Italy

Visiting Studio Critic, October 2001

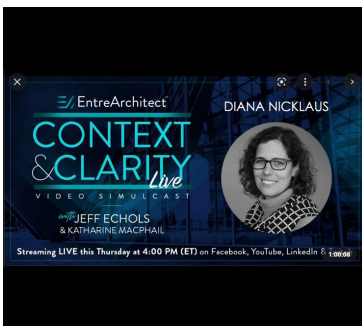
New York Institute of Technology, Old Westbury, NY

Visiting Studio Critic, May 2000

2.1 Accomplishments / Significant Work



How To Build A Leadership Pipeline (W/ Mia Scharphie, Diana Nicklaus)



PANELS + PRESENTATIONS + PODCASTS

2022

Panelist, **“Creating a Healthy Firm For Your People — Virtual Session,”** The Design Colloquium for Design-First Firms, Oct 21, 2022

“Designing New Workplace Policies,” Practice Disrupted Podcast with Evelyn Lee and Je’Nen Chastain, Aug. 19, 2022

Innovative Cities with Isra Banks Podcast, Jan. 13, 2022

Table facilitator, **“Firm Roundtable: Rising Strategies for Practice Innovation,”** AIA ’22 Conference on Architecture, June 2022

“How to Build A Leadership Pipeline,” Monograph Best Practice Webinar, May 12, 2022

2021

“Diana Nicklaus — Equitable Practice and Hybrid Workplace,” Context & Clarity Podcast, Nov. 2021

Panelist, **“Practice Innovation Series: Architecture in Wonderland — We’re All Mad Here (?!),”** AIA Ohio Practice Innovation Series, Oct. 2021

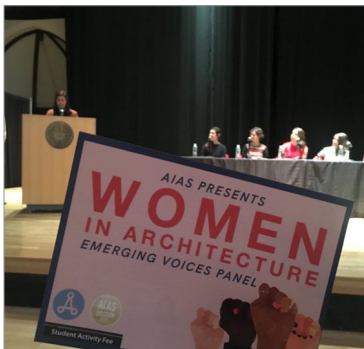
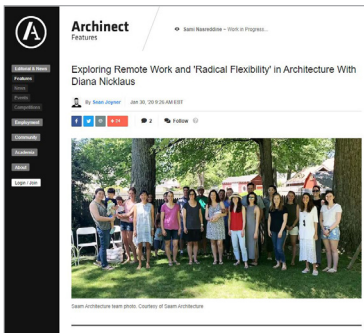
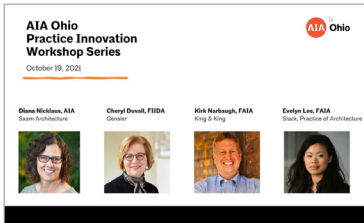
“EA400: Diana Nicklaus – How COVID-19 Impacted an Established Hybrid Architecture Firm,” EntreArchitect Podcast, Aug. 2021

Panelist, **“Best Practice for Hybrid Work Environments,”** AIA NY State, Aug. 2021

Presenter, **“Envisioning a Post-Pandemic Workplace,”** BSA Small Firm and HR / Finance Knowledge Communities, March 2021

Panelist, **“International Women’s Day 2021: #ChooseToChallenge,”** AIA New York | Center for Architecture, March 2021

2.1 Accomplishments / Significant Work



PANELS + PRESENTATIONS + PODCASTS

2020

Moderator and Panel Member, **“Who Belongs? The Architect’s Role in Equitable, Inclusive Design,”** ABX, November 2020

Moderator, **“Virtual Program: The Criticality of Choice in the Next Normal,”** Boston Society for Architecture Webinar, May 2020

Panelist, **“Live Course: How Remote Work is Shaping Workplace Culture,”** AIAU Online Learning Platform, June 2020

Presenter, **“Virtual Program: Architecture Firms and Remote Work,”** Boston Society for Architecture Webinar, March 2020

2019

Panelist, **“S/M/L,”** Boston Society of Architects, Women Principals Group, Boston, MA, Oct. 2019

Panelist and Organizer, **“Values and Time Management,”** AIA Women’s Leadership Summit, Minneapolis, MN, Aug. 2019

Panelist, **“A Conversation with Sam Sleiman, Massport Director, Capital Programs, Design and Construction Leaders,”** Massport Diversity Summit, Boston, MA, May 2019

2018

Panelist and Organizer, **“Tactical Implementation at the Firm Level,”** #EQxDV: Voices, Values, Vision Conference, San Francisco AIA, Nov. 2018

Panelist, **“Girl UNinterrupted: The Boston Experiment,”** Boston Society of Architects, Sept. 2018

Guest Speaker, **“Allowing Space for Culture Change in the AE Workplace,”** ARUP Toronto, May 2018

Keynote Speaker, **“Allowing Space for Culture Change in the AEC Workplace,”** ACX 2018 (Vermont’s Architecture & Construction Expo), May 2018

2.1 Accomplishments / Significant Work

National Reach

- + EntreArchitect Podcast, Dec. 2017
11,298 downloads
Rank #33 of 472
- + EntreArchitect Podcast Aug. 2021
9,221 downloads
Rank #126 of 472
- + BSA | Virtual Program: Architecture Firms and Remote Work
1,290 YouTube views
- + Women's Leadership Summit, Minneapolis, MN, Aug. 2019
120 attendees

PANELS + PRESENTATIONS + PODCASTS

“Women in Architecture — Emerging Voices Panel,” Northeastern University American Institute of Architectural Students Chapter, March 2018

2017

Panelist, **“The Business Case for Flexibility,”** as part of panel entitled “Remote Design Collaboration: A Cultural Revolution,” Architecture Boston Expo (ABX) 2017; Oct. 2017

Guest, **“Pushing the Envelope on Office Policies with Diana Nicklaus,”** Girl Uninterrupted Website, Nov. 5, 2017

Guest, **“EA196: A New Way to Practice Architecture with Diana Nicklaus of SAAM Architecture,”** EntreArchitect Podcast, Dec. 2017

2015

Panel Member, **“Consciously Transitioning: Starting Your Own Practice,”** Architecture Boston Expo (ABX) 2015; Oct. 2015

Panel Member, **“Disappearance of the Middle-Class Architecture Firms,”** Boston Society of Architects, Women Principals Group, Oct. 2015

2014

Breakout Leader, **“Time Management - Aligning Work with Values and Goals,”** Boston Society of Architects — Women in Design, May 2014

“The Role of the Architect,” Worcester Polytechnic Institute, Architectural Engineering Department, Worcester MA, Jan. 2014

2012

Panelist, **“Building Information Modeling: Perspectives from the Architect, Owner, and Builder,”** Massachusetts Building Congress, Boston, MA, Fall 2012

2.1 Accomplishments / Significant Work



ACADEMIC POSITIONS & LECTURES

Northeastern University School of Architecture

Boston, MA

Professional Practice Guest Lecturer on Saam Architecture 2022, 2021, 2020, 2019, 2018, 2017, 2016

Harvard Graduate School of Design

Cambridge, MA

Professional Pathways Class Guest Lecturer, February 2022

Wentworth Institute of Technology

Boston, MA

Adjunct Studio Professor, Fall 2014

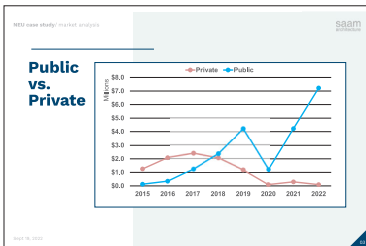
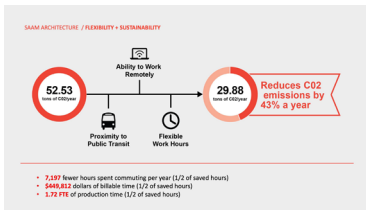
Syracuse University School of Architecture in Florence

Florence, Italy

Lecture "Palladio in Venice," July 2002

University of Phoenix Online

Algebra Instructor, 2001



2.2 Accomplishments / Awards, Honors, and Recognition



PROJECT AWARDS

Massport Airfield Rescue and Fire Fighting (ARFF) Facility,
Hanscom Field, Bedford, MA (Principal-in-Charge)

+ **2020 CMAA New England Project Achievement Award**



Isabella Stewart Gardner Museum Renovation and Addition, Boston, MA
(Project Architect, Burt Hill in collaboration with Renzo Piano)

+ **2012 BSA People's Choice Award**

+ **2015 Harleston Parker Award**



Roger E. Wellington Elementary School, Belmont, MA
(Project Manager, Burt Hill as Associate Architect, in collaboration with Jonathan Levi)

+ **2013 Harleston Parker Award**

+ **2013 BSA Honor Award for Design Excellence**

+ **2015 AIA New England, Honor Award for Design Excellence**

+ **2015 Chicago Athenaeum American Architecture Award**



Akron Art Museum Addition and Expansion

(Project Architect, Westlake Reed Leskosky as Associate Architect, in collaboration with Coop Himmelb(l)au)

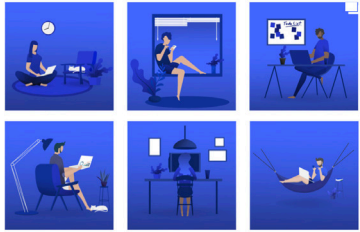
+ **2005 American Architecture Award from The Chicago Athenaeum: Museum of Architecture and Design**

+ **2008 RIBA International Award**

2.3 Accomplishments / News & Publications



How Workplace Technology Trends Could Look in a Post-Pandemic Future



BSA NEWS



DIANA NICKLAUS AIA

An interview with Diana Nicklaus AIA, President & CEO of saam architecture.

AUTHORED BY NOMINEE

“The Shock of the New — Modern Architecture in Venice,”

Time Out Venice 2003 Travel Guide. Fall 2002.

“Learning in Stages — The Theaters of Berlin, Amsterdam, and London,” Travel and Essay sponsored by the Architectural League of New York — Deborah J. Norden Travel Grant. July 1998.

ABOUT SAAM ARCHITECTURE

“Evolving Practice, Changing the Way We Work,” Evelyn Lee Article, LinkedIn. Feb. 2022.

“How Workplace Technology Trends Could Look in a Post-Pandemic Future,”

ArchDaily, April 20, 2020.

“Exploring Remote Work and ‘Radical Flexibility’ in Architecture With Diana Nicklaus,”

Archinect Features by Sean Joyner, Jan. 30, 2020.

“Burnout, and the Architecture Work Culture,” Architect Features, by Sean Joyner, July 2, 2019.

ABOUT NOMINEE

Featured Architect, Boston Society for Architecture (BSA) Member Profile, **“An Interview with Diana Nicklaus AIA, President & CEO of Saam Architecture,”** Sept. 7, 2022.

2017 Women In Real Estate Spotlight, New England Journal of Real Estate, Sept. 2017.

Featured Guest **“Meet Diana Nicklaus of Saam Architecture in Seaport,”** BostonVoyager, Dec. 4, 2017.

2.3 Accomplishments / News & Publications

ABOUT NOMINEE'S WORK & SERVICE

“New Bedford makes a pitch to MassDOT for airport and bridge improvements,” **SouthCoast Today**, June 22, 2022.

“RIDE Will Reimburse \$314M of \$350M for new Warwick high schools,” **warwickpost.com**, May 11, 2022.

“A month after the tents were cleared in Mass. and Cass, signs of tumult, and hope,” **The Boston Globe**, April 20, 2018; Feb. 20, 2022.

“Two new high schools on drawing board,” **Warwick Beacon**, Jan. 12, 2022.

“Building on a Big Year for Arts and Culture in Boston,” **boston.gov** (City of Boston), Jan. 6, 2022.

“Fitchburg (Mass.) district gets \$39.7 million state grant for new Crocker Elementary School,” **American School & University**, June 28, 2021.

“Massachusetts School Building Authority awards nearly \$40 million grant for new Crocker School in Fitchburg,” **Sentinel & Enterprise**, June 25, 2021.

“Committee OKs \$305M High School Rebuilds,” **warwickpost.com**, May 13, 2021.



2.3 Accomplishments / News & Publications

ABOUT NOMINEE'S WORK & SERVICE

“Little reaction to \$330m high school plans,”
warwickononline.com, April 1, 2021.

“High School Plans Due February 2022,”
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Sentinel & Enterprise, Nov. 4, 2020.

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Elementary School project,” **Sentinel & Enterprise**, Sept. 10, 2020.

“Officials reveal designs for Crocker Elementary School
construction project,” **Sentinel & Enterprise**, Aug. 28, 2020.

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“Boston Chapter of Professional Women in Construction
announces 2019-20 Board of Directors,”
Boston Real Estate Times, Oct. 4, 2019.

“Professional Women in Construction Launch Boston Chapter,”
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Sentinel & Enterprise, Dec. 5, 2018.

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April 20, 2018.

3.0 Exhibits List



3.1

Upending Traditional Practice



3.2

Widespread Influence: Sharing the Model



3.3

Widespread Influence: COVID Support



3.4

Addressing the Next Generation



3.5

City of Boston Engagement Center



3.6

McCormack State Office Building — Renovations and Infrastructure



3.7

Hanscom Airfield Rescue and Fire Fighting / Customs & Border Protection Facility



3.8

University of Massachusetts Amherst Integrative Learning Center



3.9

Roger E. Wellington Elementary School

71%
of Saam's project work comes from **repeat clients**, equivalent to \$21.6M in gross billings since the firm's founding.

3.1 Exhibits / Upending Traditional Practice

CHALLENGE

Early in her career, Diana observed that traditional architectural practice is often in conflict with other life responsibilities, for both her and her peers. This fueled her determination to design a firm that allows all team members to balance life commitments while meeting client expectations.

ROLE OF NOMINEE

Co-Founder, President & CEO

DECLARATION OF RESPONSIBILITY

I have personal knowledge of the nominee's responsibility for the exhibit listed. That responsibility included: **Co-Founder of Saam Architecture.**

Jacobus A. Louw, Co-Founder and Co-Owner,
Saam Architecture

OUTCOME

Prior to founding Saam and while working in large firms, **Diana continuously advocated for a supportive work environment that prioritized strong and healthy work / life balance.**

Whether advocating for work from home capabilities to support her career growth while raising two young children, or systematically interviewing firms about their remote work policies, Diana had long searched for roles that provide equitable opportunities for advancement with a commitment to design excellence. During this time, **it became clear to Diana why so many women leave the profession.**

Starting a new firm allowed Diana the opportunity to **reconsider the norms of architectural practice, explore new ways of working, and actively question an established model.** This intent is even embedded in the firm's name — "Saam" is a multi-lingual descriptor meaning "together" or "collaborate." The practice is based on three key benefits: remote work ability, unlimited paid time off, and "radical flexibility." As such, **Saam was founded as a hybrid office long before the concept was mainstream, but the firm continues to stand out due to its flexibility policy.**

While Saam has always maintained a physical office, employees can work from any location of their choosing, and are all given unlimited paid time off. **Saam's version of flexibility gives employees the freedom to work any time, 24 hours a day across seven days a week** — provided that team members first meet their client and team obligations, communicate their schedule to their colleagues and deliver high quality work. Because individuals find their best working hours occur during different times of the day, people are encouraged to capitalize on their ideal hours.

AWARDS & CITATIONS

- + "Evolving Practice, Changing the Way We Work," Evelyn Lee, LinkedIn Feb. 2022
- + "How Workplace Technology Trends Could Look in a Post Pandemic Future," ArchDaily, April 20, 2020
- + "Burnout, and the Architecture Work Culture," Archinect Features, by Sean Joyner, July 2, 2019
- + Best Places to Work Award, Boston Business Journal, 2018
- + Equity in Practice Resource Guide, Firm Examples of Policies & Procedures, Boston Society for Architecture Website
- + Resources and Best Practices: COVID-19, AIA Chicago Website
- + "What Does Remote Work for Architects Look Like?" Sorry, I Was on Mute (SIWOM) Website

3.1 Exhibits / Upending Traditional Practice

Many of Saam’s staff commute at off-hours to maximize valuable work or personal time. The practice model also accommodates those who prefer to target a 32-hour week, allowing them to spread those hours across the week in a way that supports both the clients’ goals as well as their own.

As the firm grew quickly within its first three years, the firm’s management approach led to strong recruitment of architects from some of Boston’s largest and most prestigious firms, often because they felt their professional options were limited in those environments due to their own personal commitments. Naturally, this model attracted many women with young children, leading the firm to have an unusually high percentage of women.

saam
architecture
staff handbook

“Employees are **encouraged to maintain flexible work arrangements**

that ensure business needs are met, provide excellent customer service, and meet availability for client meetings, design charrettes, and team meetings while helping the employee achieve harmony between work and personal life.”

— Saam Architecture Staff Handbook

In addition, **Saam’s impressive 91% retention rate** supports the success of both the business model and client relationships.

These benefits provide a level playing field for employees to pursue their personal goals alongside their professional goals. Based on trust, strong communication skills, and coordination of team schedules, Saam’s view of office versus remote work time has meant that people are not penalized for working outside of the physical office or traditional office hours. **As the firm has grown, team members have demonstrated commitment to helping one another maintain ownership of their work, regardless of location or personal responsibilities — a rare, highly supportive culture not often found in other firms.**

Saam’s alternative way of working has resonated with many clients over the years, particularly those in the public sector. **Clients also understand that the flexibility works both ways, meaning that Saam team members are highly available and all project team members are committed to a shared spirit of successful project delivery.**



Flexibility



Remote Work



Unlimited Vacation



Technology



91%

retention rate

100%

of staff have returned following parental leave

8+ weeks

average length of parental leave for Saam team members and all receive 100% of their salaries during those 8 weeks; the firm has welcomed 14 children in 8 years

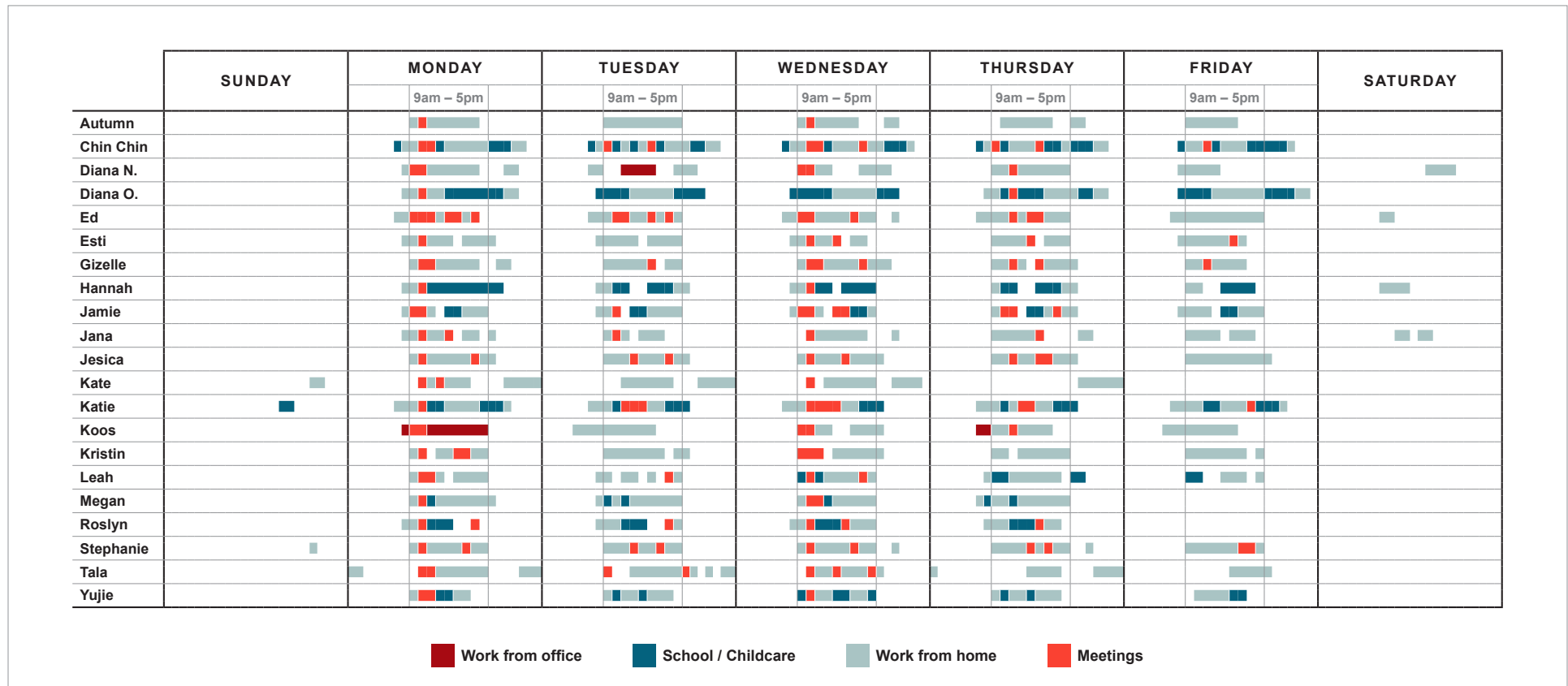
88%

of the Saam team identify as women

3.1 Exhibits / Upending Traditional Practice

To validate Diana’s proof of concept, Saam studied how team members leverage the radical flexibility they are afforded. Everyone logged where and when they worked. Remarkably, the majority of the team reported that working hours remained close to traditional office working hours. This demonstrates that people responsibly managed their time and delivered good work. Saam first conducted this study in 2018 and updated it during the height of the COVID-19 pandemic as seen below. The 2020 study enabled everyone to understand when and how to better support those who were home-schooling or caring for young children in lieu of daycare.

Additionally, staff members with internationally-based family members are able to work abroad while spending extended lengths of time with family beyond the typical allotted vacation / paid time off policies found in traditional firms. This has enabled Saam to recruit a more diverse staff, with team members hailing from 9 countries who speak 11 languages.



3.2 Exhibits / Widespread Influence — Sharing the Model

CHALLENGE

While the industry acknowledges that cultural change is required to foster equal opportunities and improve retention, practitioners have yet to embrace meaningful and systemic change. Diana recognized her responsibility to share Saam's story with industry peers in order to actively support equitable practices and the profession's evolution. She thus developed a series of presentations to share with and encourage firm leaders and change agents at a national level.

ROLE OF NOMINEE

President & CEO, Presenter, Conference Session Organizer & Panelist

DECLARATION OF RESPONSIBILITY

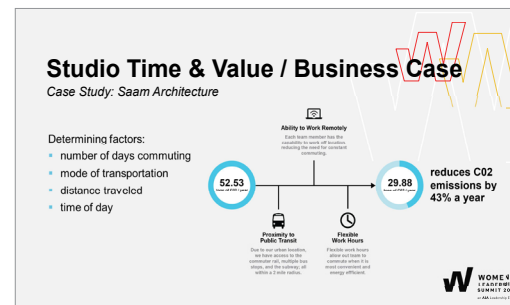
I have personal knowledge of the nominee's responsibility for the exhibit listed. That responsibility included: **Panel Organizer and Speaker**

Carole Wedge, FAIA, Principal, Shepley Bulfinch, Fellow panelist at WLS and EqxD presentations

OUTCOME

After multiple presentations where Diana was queried on how and why this practice model has been successful, **she outlined a deliberate proof of concept to illustrate the rationale** behind this new model. When sharing this practice prototype, Diana focuses on the operational aspects, and the business case for giving employees a high level of freedom.

Diana's narrative about Saam always begins with the basics: flexibility, remote work, and unlimited paid vacation. Discussion of the resulting culture intrigues the audience, but dialogue always returns to the business case, and **Diana willingly makes that information available following any event. The business case for the firm's practice model revolves around the benefits to the business, namely reduced carbon footprint, higher productivity, and attracting a diverse team.** In addition, clients admire the camaraderie among the team and recognize that Saam respects the life commitments of employees.



“I am following up on the time management session you hosted at the 2019 WLS. Several of us would love to share the content with our colleagues. We are working to re-inspire our local chapter, and are hosting monthly events and salons to build our network. You mentioned that you were willing to share the presentation. Are they available for download somewhere and / or are you willing to email the files?”

Brie Smith, AIA, LEED AP BD+C
Practitioner & Professor
Arizona State University



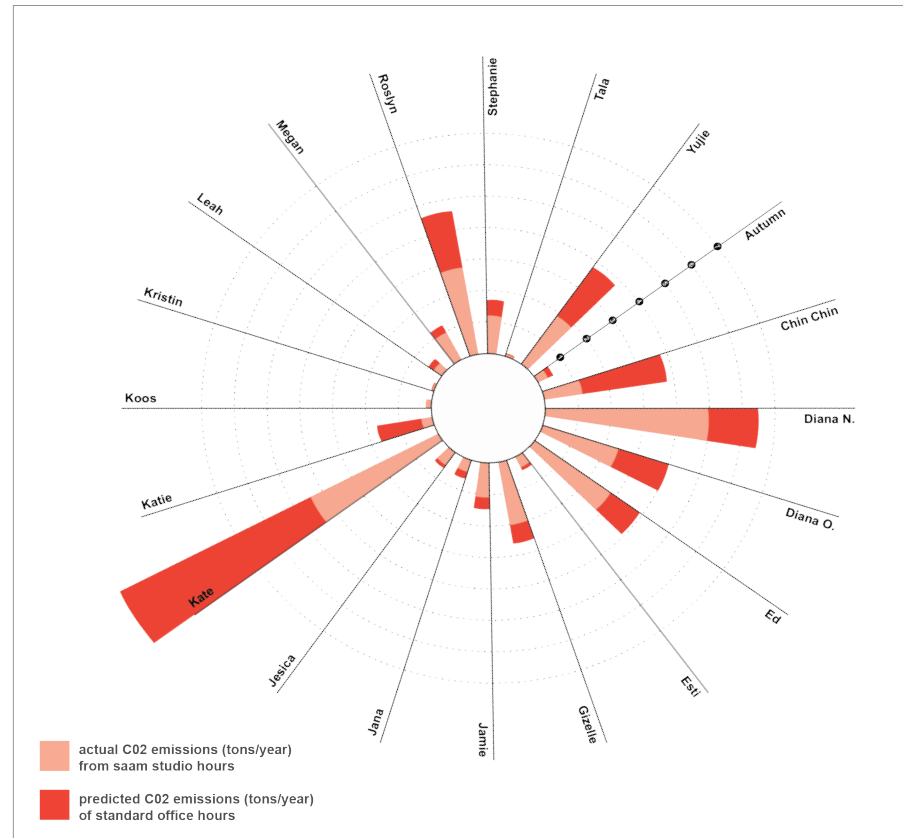
3.2 Exhibits / Widespread Influence — Sharing the Model

Saam’s lessons learned have benefited many professionals across the country. Diana assembled a panel discussion on equitable practice for the 2018 Equity by Design Symposium, speaking alongside leaders from Shepley Bulfinch, Perkins & Will, and Cannon Design.

Subsequently, she organized a panel on Values and Time Management for the 2019 Women’s Leadership Summit, where she demonstrated the positive effects of allowing employees to holistically manage their time allocation across work and home. This session had a significant response, with over 90 attendees requesting follow-up materials. Diana’s willingness to share her story has expanded beyond national conferences to numerous podcasts, interviews, and webinars.



Individuals representing 23 states reached out after the 2019 AIA Women’s Leadership Summit. Not shown: requests from New Delhi, India.



Carbon Reduction Commute Study conducted at Saam: Traditional vs. Flexible Hours (2020)

There is a marked reduction in C02 emissions per employee with Saam’s radical flexibility policy.

“My partners and I are giving a presentation to our office about what we learned that weekend [at #EqxDV]. You mentioned having materials available for interested attendees. Would you be willing to share your presentation deck with me? Your firm’s efforts were exceptional in a field of sameness, frankly.”

— Dave Otte, AIA, Partner, Holst Architecture, Portland OR / Minneapolis, MN

3.3 Exhibits / Widespread Influence — COVID Support

CHALLENGE

The onset of the COVID-19 pandemic abruptly forced professionals around the globe to work remotely. This disruption left architectural practitioners seeking solutions for managing both design collaboration and client expectations. Diana's deep understanding of remote practice was an asset to her local AIA Chapter as it mobilized to support member firms in their transition. Once firms around the country considered the option of hybrid practice, many reached out directly for advice on policies and lessons learned.

ROLE OF NOMINEE

President & CEO, Webinar Guest, Presenter


DECLARATION OF RESPONSIBILITY

I have personal knowledge of the nominee's responsibility for the exhibit listed. That responsibility included: **COVID Task Force Member, Panelist in Virtual Practice Webinar, Co-author for Staff Sharing in COVID Resources Document**

Eric White Hon. AIA, Executive Director
Boston Society for Architecture

Tools: BIM 360

- Cloud based
- VPN connection not required; just internet
- Operational if firm server is down
- Reduces time for manual model sharing
- Additional 360 tools: documents, management, etc.
- More efficient; helps slow connections



BSA BOSTON SOCIETY FOR ARCHITECTURE **saam** saam architecture

OUTCOME

Local Support

Following the Massachusetts shutdown in response to COVID-19 on March 13, 2020, Diana's role as Secretary of the Board for the Boston Society for Architecture (BSA) allowed her to be deeply involved in the Chapter's response. Diana's first role, as a member of the Executive Committee, was to join an **emergency task force responsible for assembling and authoring resources on COVID practice topics**.

The task force rapidly produced a **comprehensive resource document, including text that Diana co-authored on Virtual Worksharing**. The BSA proactively addressed the loss of workload due to the pandemic's financial uncertainties and created a matching program for firms which could provide or accept staff. Because Diana's firm had participated in many virtual teaming arrangements, she produced a series of topics to enable firms to plan out their virtual collaborations.

Just four days after the Governor announced the Massachusetts shutdown, Diana co-presented in the first of a series of BSA Webinars aimed at members seeking help with remote work. This presentation was attended by hundreds of architects, some far beyond the state. Topics ranged from technology and communications to maintaining cohesive firm culture. **The YouTube version of this webinar has been viewed over 1,290 times since it was originally posted.**

BSA COVID RESOURCE DOCUMENT: VIRTUAL WORKSHARING

Culture

- + Experience collaborating with other firms
- + Communication protocols
- + Team structure
- + Project workflow
- + Project type
- + Flexibility of staff schedule

Staffing

- + Resume exchange
- + Skill sets
(software, project types, expertise)
- + Availability

Schedule

- + Expected duration of sharing
- + Weekly schedule, number of hours expected
- + Milestone deliverables
- + Transition process back to home firm

Technology

- + Employee remotes into desktop at host office
- + Employee uses home office device and provided access to host office server
- + Software permissions
- + Security
- + Bandwidth and scale of project

3.3 Exhibits / Widespread Influence — COVID Support

OUTCOME

National Support

Following participation in the BSA’s webinar, Diana was invited to contribute to an AIAU live virtual course, “How Remote Work is Shaping Workplace Culture.” Joined by representatives from Gensler and Perkins & Will, Diana shared how firm culture stayed strong and cohesive at Saam, both before and during the pandemic.

During the pandemic and as firms began to consider a return to office, **Diana became a de facto consultant for fellow firm leaders.** Many leadership teams have reached out directly, setting up calls to discuss their own challenges and understand how a hybrid practice can work. As hybrid practice becomes more common, some firm leaders are stagnating, while others see the opportunities of a hybrid or virtual practice but seek guidance on the mechanics of the practice model.



In working with firm leaders, Diana recognizes that each firm has unique circumstances and when called upon to share her perspective, she assists her peers in finding the best solution for their practices.

Timeline of Contributions

2020

- **March 13**
Governor Baker declares a State of Emergency and MA shuts down
- **March 17**
Boston Society of Architecture Webinar
- **April 2**
Virtual Worksharing Resource Published as part of BSA COVID Resources website
- **May 6**
Boston Society of Architecture Webinar
- **June 17**
AIAU Online Learning Platform

2021

- **March 18**
BSA Small Firm and HR / Finance Knowledge Communities
- **August 17**
AIA NY State
- **August 24**
EntreArchitect Podcast
- **October 20**
AIA Ohio Practice Innovation Series
- **November 22**
Context & Clarity Podcast

“I was fortunate to be put in contact with Diana Nicklaus in 2021 as our firm was evaluating RTO strategies. Diana was gracious with her time and honest with her experiences, providing thoughtful insights on their prophetic move to a flex studio schedule years prior to the COVID-19 pandemic. Of particular interest were discussions around how Saam’s flex models had continued to transform and evolve further following a year of fully remote work. The detailed information she was willing to share provided a key benchmark as we began to restructure and reposition our studios.”

—
Kent Suhrbier, AIA, Principal, Bohlin Cywinski Jackson

3.4 Exhibits / Addressing the Next Generation

CHALLENGE

Today's architecture students are exposed to a wide range of conversations on studio culture and firm benefits. Some of these discussions actively encourage students to accept long work hours and reduced compensation while others are embracing the changing nature of how we work in a respectful manner. **Diana chooses to empower students with the knowledge that they have the ability to find a design studio environment that aligns with their personal goals for balancing responsibilities.**

ROLE OF NOMINEE

President & CEO, Guest Lecturer

DECLARATION OF RESPONSIBILITY

I have personal knowledge of the nominee's responsibility for the exhibit listed. That responsibility included: **Guest Lecturer**

Jeremy Munn, MBA, AIA, LEED AP
Lecturer, School of Architecture, Northeastern University

OUTCOME

Diana's first opportunity to present her practice model to a student population was in 2016, when she was invited to Northeastern University's School of Architecture Professional Practice class. Each year, Professor Jeremy Munn introduces his students to a range of firms, focusing on differences in practice management, market position, and culture. Following Diana's 2016 presentation, **students were intrigued by a firm that allows broad freedom in how team members choose to work, the concept of unlimited vacation in architecture, and a female-dominated office.** Diana has been invited to speak every year since.

Over the years, Diana has expanded the Northeastern class presentation topics to include Saam's market position in Boston, demonstrating to students that this practice model offers the opportunity for an equitable environment, substantial work, and growth potential.

“I've had my sights set on SAAM since ... Jeremy Munn's Professional Practice class, during grad school in 2018. I am eager to return to a conventional architecture firm, but I'm looking for one which is truly anything but 'conventional.' SAAM seems to understand that the future of work is flexible and that collaboration can happen anywhere.”

—
Sarah Warren, Student
School of Architecture, Northeastern University
(job applicant and attendee of Diana's 2018 Northeastern Professional Practice class at Northeastern)

ACADEMIC LECTURES ON SAAM AND PROFESSIONAL PRACTICE CLASSES

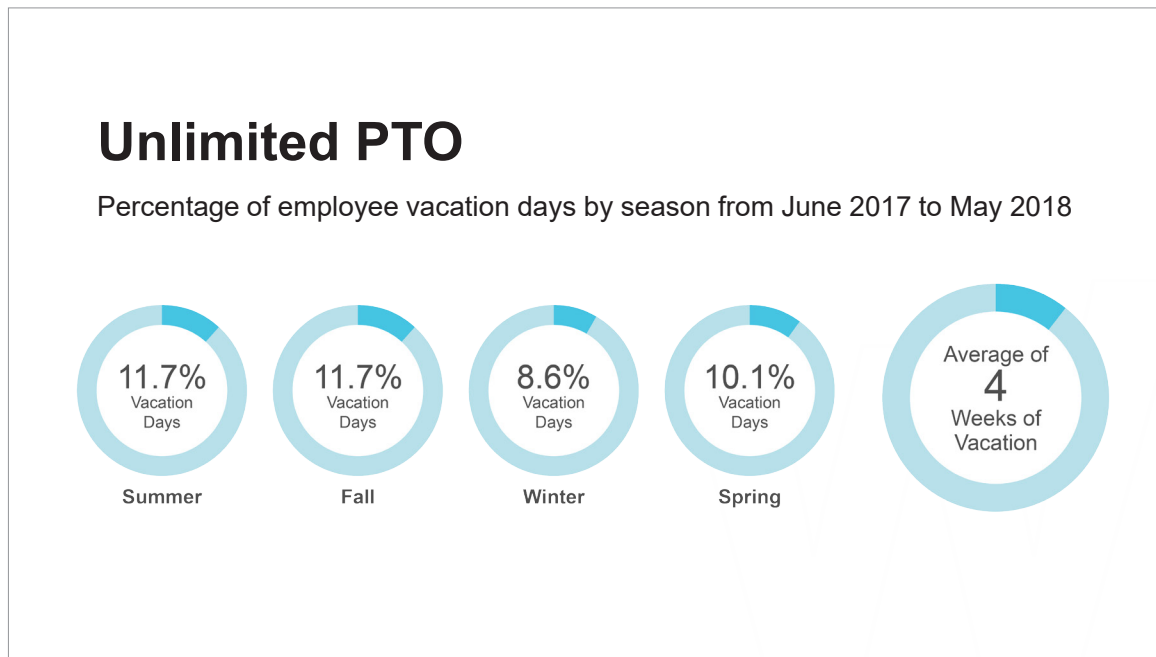
- + Northeastern University, School of Architecture, Boston, MA, Professional Practice class presentation (Saam Architecture)
Fall 2016, 2017, 2018, 2019, 2020, 2021, 2022
- + Harvard Graduate School of Design, Cambridge, MA
Shifting Work Culture in Architecture, Professional Pathways Class, Feb. 2022

3.4 Exhibits / Addressing the Next Generation

Students continue to leave the class with greater sense of agency regarding their future employment options. Many class attendees have followed up with Diana, inquiring about opportunities at Saam.

Diana’s outreach to students extends to younger populations who are considering architecture as a potential field of study. She has focused on this more locally in her hometown of Northborough, MA where the Women’s Junior Club offers an annual “Women in STEM Conference for Middle School & High School Girls.”

For eleven years, Diana has not only introduced girls in grades 5-9 to architectural practice, but she has intentionally demonstrated to them that architecture is a profession for women and people of color.



Saam unlimited vacation study

“I teach a course where students are introduced to business strategy, brand, and marketing. I bring firm leaders in as well as have students perform perception studies of different practice models. Diana has been a regularly scheduled guest speaker as Saam represents a practice that has been ahead of its time. Founded in the last decade, it was the first firm I’m aware of that, at its core, was focused on employee wellbeing, flexibility and inclusion. Way before covid, they instituted a work from anywhere policy built on technology that allowed them to not lose out on their ability to design beautiful and thoughtful architecture for their clients.”

—
Jeremy Munn, MBA, AIA, LEED AP
Program Director, Planning,
Real Estate, and Facilities
Lecturer, School of Architecture,
Northeastern University

3.5 Exhibits / City of Boston Engagement Center

CHALLENGE

As part of Boston's efforts to address housing insecurity and substance abuse issues, the City engaged Saam to design a permanent facility for this low-threshold public health facility in the Melnea Mass-Cass neighborhood. Diana and her team were tasked with designing a building that would literally "engage" individuals living on the street and encourage them to visit this barrier-free facility while offering an environment that would enable recovery, provide community, and support rebuilding of identity.

ROLE OF NOMINEE

Principal-in-Charge

DECLARATION OF RESPONSIBILITY

I have personal knowledge of the nominee's responsibility for the exhibit listed. That responsibility included: **Principal-in-Charge**

Rohn MacNulty, AIA, CCM, LEED AP, Senior Project Manager,
City of Boston Public Facilities Department

OUTCOME

Saam facilitated extensive collaboration with the City of Boston Public Facilities Department and the Boston Public Health Commission. This process resulted in a well-lit yet private space providing amenities such as water, coffee, snacks, bathrooms and showers, access to a nurse's clinic, computer and phone charging points with wifi, and connection to information on support and recovery services.

+ **LEED Silver**

Design Firm + Firm of Record / Saam Architecture

Completion Date / 2021

Role of Nominee / Principal-in-Charge



3.5 Exhibits / City of Boston Engagement Center

Other communal spaces accommodate group activities, support meetings, and counseling. **On average, the Engagement Center team has over 5,000 contacts per week with 300 unduplicated guests per day.** Visitors have a wide range of needs, but all have equal access to staff, amenities, seating, and natural light due to Saam's equitable approach to design.

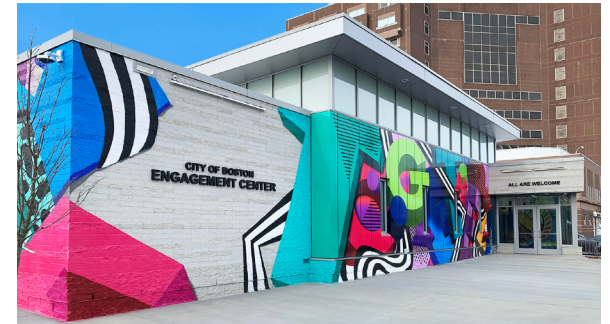
The design centers around an open double-height space with comfortable seating as the primary gathering area and an exposed wood structure with butterfly roof. Clerestory windows bring in diffused daylight during the day and glow as a welcoming beacon from the exterior at night.

The design also includes a queuing area in the front to relieve sidewalk congestion and an enclosed courtyard as exterior program space. Saam's design brought together clients requirements of safety, security, economy, and resiliency within a place of respite.

Saam's commitment to public design excellence resulted in an inspirational, well-lit facility that maintains the anonymity and dignity of the visitors. Expectations of both the Boston Public Facilities and Boston Public Health divisions were exceeded in delivery of this on-time and on-budget project.

AIA FRAMEWORK FOR DESIGN EXCELLENCE CHARACTERISTICS

- + **Design for Integration:** Balance of beauty and function in design of the main hall ceiling and 360 degree filtered light
- + **Design for Well-Being:** Welcoming and inclusive; encourages a healthy lifestyle
- + **Design for Equitable Communities:** Eliminates barriers for the most vulnerable community; supports health and resilience of the community
- + **Design for Change:** Building is designed to accommodate alternative programs including a senior center, a community health center, a recreation facility, or house of worship
- + **Design for Energy:** All-electric building, solar array, LEED Silver certified



"Together" mural by Mz. Icar, created as part of the Transformative Public Art Program.



Mural by artist Alex Cook, "You Are Loved"



3.6 Exhibits / McCormack State Office Building — Renovations and Infrastructure

CHALLENGE

The John W. McCormack Building in downtown Boston is Massachusetts' largest state office building. Rising twenty-two floors and occupied by thirty-three agencies, this building is a critical piece of state operational infrastructure. With 2 of 3 significant projects completed, Diana is in her sixth year of leading work across projects that analyze, redesign, and upgrade office space, amenities, and building infrastructure throughout this public building.

ROLE OF NOMINEE

Principal-in-Charge

DECLARATION OF RESPONSIBILITY

I have personal knowledge of the nominee's responsibility for the exhibit listed. That responsibility included: **Principal-in-Charge**

Gail Rosenberg, Senior Project Manager
Division of Capital Asset Management & Maintenance (DCAMM), Office of Planning, Design and Construction

Design Firm + Firm of Record

Saam Architecture

Completion Date

Comprehensive Facilities Plan: 2018
Immediate Needs Infrastructure: 2022
Future of Work—Track 1: 2021,
Track 2: 2023, Track 3: 2024

Role of Nominee / Principal-in-Charge

OUTCOME

Saam's commitment to and knowledge of the McCormack Building has allowed the team to deliver high-quality work across three projects: a Comprehensive Facilities Plan, Immediate Needs Infrastructure Upgrades, and the Future of Work Renovations.

Comprehensive Facilities Plan

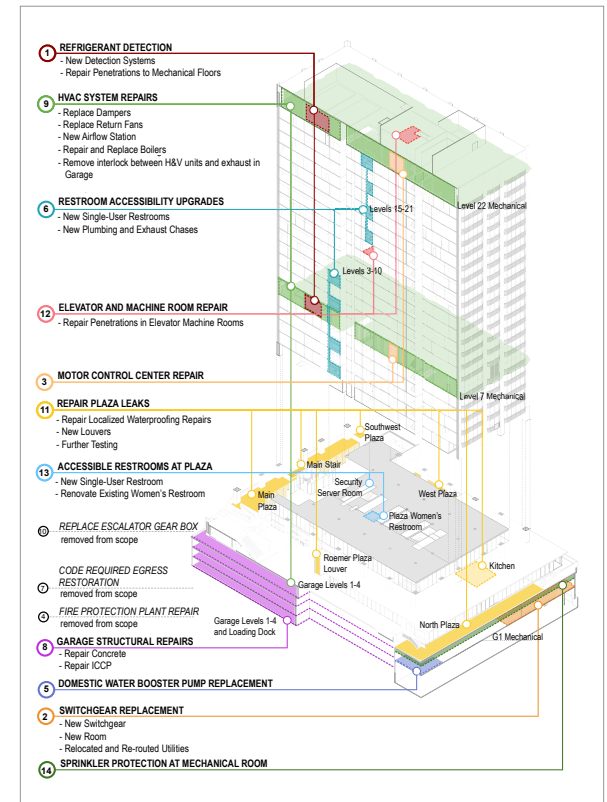
Diana and her team spent 18 months providing an exhaustive report of the 50-year old building's condition, including numerous implementation scenarios for modernization. The resulting plan outlined a complex series of phased work over 900,000 gross square feet.

Immediate Needs Infrastructure Upgrades

This project addressed critical building systems, accessibility, and safety issues in the building, which were identified as part of the Comprehensive Facilities Plan. Scope included replacement of outdated systems equipment, repair of system components, and selective architectural upgrades.

Future of Work (Tracks 1, 2, and 3)

This \$50 million multi-track restack project encompasses the implementation of the Commonwealth's initiative to convert to a hybrid model of part-time work from home. Saam is managing the office space requirements of 15 state agencies, as well as supporting additional infrastructure upgrades to the building. With its track record of working in the building and operating as a hybrid office, Saam was the natural choice to



3.6 Exhibits / McCormack State Office Building — Renovations and Infrastructure

help implement this transition of the State’s office workforce in designing the Future of Work project.

Collaboration with DCAMM, who is managing the redesign and relocation of 13 agencies, has required Saam to be nimble and open to change, in line with the firm’s approach to public client service. The incoming administration for the Commonwealth has impacted every aspect of the project, from funding and occupancy, to phasing and infrastructure. Saam has a pivotal role in developing solutions to deliver myriad projects.

Saam’s work in the McCormack Building impacts and improves the working conditions for employees in departments such as Health & Human Services, the Office for Victim Assistance, Public Safety, Unemployment Assistance, Supplier Diversity, Energy & Environmental Affairs, and Labor & Workforce Development.

“Our collaboration began in April 2020, and the fact that Saam was already adept at working remotely was invaluable to our progress. Working well with numerous public agencies — and people from all levels of management — is an area in which they stand out, and I knew we had selected the right firm when their aptitude for efficiency matched my own aspirations. There has been nothing regular about this project, and Saam has proved to be able to pivot to accommodate changes again and again. Design excellence is not simply about impressive architecture — it is also found in how the day to day process is conducted.”

—
Gail Rosenberg, Senior Project Manager, DCAMM

DCAMM has long understood the advantages of Saam’s office model. **As a state agency committed to a diverse workforce, they recognize that Saam’s approach has drawn staff from all over the world who bring a variety of perspectives to their work.** And, they understand that Saam’s flexibility policy means that team members are always reachable.

Many DCAMM staff have commented on Saam’s differentiator — continuously bringing knowledgeable and responsive women to the project while maintaining staff on the project over the extended design period. With complex building design challenges and with an unusually large number of public client stakeholders, the team’s historical knowledge has served DCAMM well. Additionally, **they have expressed delight in the fact that the project has successfully supported three parental leaves**, and that team members continue to return to the project after their leave periods.

AIA FRAMEWORK FOR DESIGN EXCELLENCE CHARACTERISTICS

- + **Design for Change:**
Office space designed for maximum flexibility through use of demountable walls, interchangeable office / huddle rooms; improved building resilience
- + **Design for Economy:**
Responsible design and material choices to protect the health and financial well-being of the Commonwealth
- + **Design for Equitable Communities:**
The Future of Work Initiative provides occupants with equal access to a variety of spaces for open and enclosed collaboration
- + **Design for Well-Being:**
Provides visibility and connectivity among personnel with an open floor plan, clean sight lines, and use of glazing
- + **Design for Discovery:**
Provides immediate opportunity to apply lessons learned because the team is repeating the full sequence of design and construction across the three-project track; the team is repeatedly refining and improving processes

3.7 Exhibits / Hanscom Field Airport Rescue Fire Fighting / Customs & Border Protection Station

CHALLENGE

Following a fire on the airfield at Hanscom Field in June of 2014, the Massachusetts Port Authority (Massport) committed to constructing a new Aircraft Rescue Fire Fighting (ARFF) facility. Hanscom Field is the region's largest general aviation airport, and serves private and corporate aircraft of all sizes.

Massport took this opportunity to add a Customs & Border Protection (CBP) station to replace its location in an airfield trailer. Diana and the Saam team were selected to design this joint facility, resulting in improved safety and security for both airport staff and arriving passengers.

ROLE OF NOMINEE

Principal-in-Charge

DECLARATION OF RESPONSIBILITY

I have personal knowledge of the nominee's responsibility for the exhibit listed. That responsibility included: **Principal-in-Charge**

Luciana Burdi, Intl. Assoc. AIA, CCM, MCPPO
Director, Capital Programs and Environmental Affairs
Massachusetts Port Authority

+ **2020 CMAA New England Project Achievement Award**

+ **LEED Silver**

Design Firm + Firm of Record / Saam Architecture

Completion Date / 2019

Role of Nominee / Project Executive



3.7 Exhibits / Hanscom Field Airport Rescue Fire Fighting / Customs & Border Protection Station

OUTCOME

Saam led the design of the new Hanscom Airport Rescue and Fire Fighting (ARFF) Facility / United States Customs and Border Protection Facility at Hanscom Field. The new building includes independent facilities for both the Massport fire department under FAA regulations and funding, as well as U.S. Customs and Border Protection (CBP). These two occupants independently occupy roughly 11,500 gross square feet with shared infrastructure.

The ARFF provides a high level of response for Massport fire fighters and supports the programmatic needs of the department in compliance with the FAA recommended program. Additionally, the ARFF includes full dormitory, fitness, and training spaces to maintain the 24/7 staff required on the airfield. The CBP facility aligns with current CBP design standards and incorporates additional safety and processing capabilities.

Extensive site selection studies were completed as the building needed to be within a zone that would not interfere with ongoing airport operations, but also close enough to runways and taxiways that firefighting vehicles can reach in any emergency situation within an allowable time frame.

For Diana, this project was the first opportunity for Saam to define its public design excellence approach. Marrying requirements of both the FAA and CBP required patience and diligence as each agency's leadership changed. **Saam developed a single design concept that successfully adhered to two separate agency design standards while addressing active airfield restrictions. Ultimately, Saam delivered a celebrated project that came in on-time and under budget.**



AIA FRAMEWORK FOR DESIGN EXCELLENCE CHARACTERISTICS

- + **Design for Integration:** Balance of beauty and function; joining two clients with independent federal design guidelines
- + **Design for Economy:** Bid value met the budget, durability for long-term value
- + **Design for Well-Being:** Fire fighters have access to natural light from two sides, as well as space for fitness training; CBP staff are protected from both acoustic and physical hazards of incoming aircraft on the east side of the airfield

3.8 Exhibits / University of Massachusetts Amherst Integrative Learning Center

CHALLENGE

Under the auspices of the University of Massachusetts at Amherst and the Massachusetts Department of Capital Asset Management and Maintenance (DCAMM), a new shared classroom building was conceived for the center of this sprawling campus following an extensive academic master plan completed by Burt Hill / Stantec. UMass Amherst is the Commonwealth's flagship campus and one of the largest research universities in New England.

In addition to the new classrooms, the Communications, Journalism, Linguistics, and Film Studies departments would house faculty and resources within the building. The new facility, now known as the Integrative Learning Center, was built with the goals of creating a campus anchor building and offering state-of-the-art classrooms as a shared resource. Diana was tasked with leading the team in the latter stages of the project.

ROLE OF NOMINEE

Principal-in-Charge, CD / CA

DECLARATION OF RESPONSIBILITY

I have personal knowledge of the nominee's responsibility for the exhibit listed. That responsibility included: **Principal-in-Charge, CD / CA**

Ann Storer, Senior Planner, UMass Lowell
formerly Project Manager, DCAMM

+ **LEED Gold**

Design Firm + Firm of Record / Burt Hill

Completion Date / 2015

Role of Nominee / Principal-in-Charge (CD / CA)



3.8 Exhibits / University of Massachusetts Amherst Integrative Learning Center



OUTCOME

Serving as a new hub for the campus with an additional 2,000 seats of additional classroom space, the Integrative Learning Center (ILC) is transformational. **The combined impact of this program and the project's development enhances opportunities for learning, student life, department missions, movement through the central campus, and the identity of the institution.**

Students and faculty gained an instructional center with classroom types and sizes not previously available on campus. Formal classrooms range from traditional mid-size lecture spaces to state-of-the-art interactive team-based learning environments. Providing classroom types and spaces within the building that stimulate collaboration and the exchange of ideas was a focal point of discussion and planning. This culture of collaboration and connectivity has fostered a supportive learning environment for students inside and outside the classroom.

Diana's executive role in the later project phases solidified her leadership in large, complex public projects. Having played a critical part in balancing the needs and expectations of each of the state agencies funding the project, **Diana recognized that facilitating successful collaboration amongst public client stakeholders was a key aspect of design excellence and project success.**

AIA FRAMEWORK FOR DESIGN EXCELLENCE CHARACTERISTICS

- + **Design for Equitable Communities:**
New classroom building is intentionally designed to be a shared resource for classrooms across departments of the university, allowing access to new technologies and team-based classrooms for the entire campus
- + **Design for Ecosystems:**
Appropriate emergent wetland vegetation, improved water quality and creation of new wildlife habitats have improved the health of the adjacent pond
- + **Design for Energy:**
Innovative heat recovery wheel and cooling coil to semi-condition ventilated air within the dedicated ventilation system; partial power received from the campus co-generation plant
- + **Design for Water:**
Surface run-off from precipitation from the 40,000 square foot roof is stored in one 10,000 gallon tank and can be used for irrigation

3.9 Exhibits / Roger E. Wellington Elementary School

CHALLENGE

The site for this new 88,000-square-foot elementary school is ensconced within a classic New England neighborhood composed of traditional wood and brick homes. The new school needed to be modern yet respectful of its surroundings. In addition to a tight schedule, the Belmont community outlined both design excellence and sustainable design as priorities.

ROLE OF NOMINEE

Project Manager — Associate Architect

DECLARATION OF RESPONSIBILITY

I have personal knowledge of the nominee's responsibility for the exhibit listed. That responsibility included: **Project Manager — Associate Architect**

Jonathan Levi, FAIA

Founding Partner and Director of Design, Jonathan Levi Architects

- + **2013 Harleston Parker Award**
- + **2013 Boston Society of Architects Honor Award for Design Excellence**
- + **2014 Boston Society of Architects Honor Award, Educational Facilities**
- + **2015 AIA New England, Honor Award for Design Excellence**
- + **2015 Chicago Athenaeum American Architecture Award**
- + **CHPS Certified**

Design Firm + Firm of Record / Jonathan Levi Architects, Prime and Design Architect; Burt Hill, Associate Architect

Completion Date / 2014

Role of Nominee / Project Manager, Burt Hill (Associate Architect)



3.9 Exhibits / Roger E. Wellington Elementary School

OUTCOME

The new Roger E. Wellington Elementary School houses 680 students, ranging from preschool to grade 4. The building is designed to respond to the scale and material of its neighborhood surroundings while also providing separate architectural identities for younger and older children within a single school. The school is composed of two wings with a core of communal spaces, including a library, music rooms, gymnasium, and a cafetorium. An influx of sculptured natural light floods the building. Classrooms are designed with a light shelf that both amplifies natural light, but creates small scale spaces for students to focus on personal tasks. Sustainable design elements include use of light shelves to maximize daylight, displacement ventilation in all classrooms, daylighting and views in all spaces, low-VOC material selection, and recycled landscape surfacing. The school has received numerous design awards due to its unique architectural character, attention to detail, and strong contextual response.

This project marked Diana's first municipal project in Massachusetts. From this experience, she took away two key lessons. First, **Diana learned directly how public work and traditional design excellence can go hand-in-hand. Secondly, she developed skills in collaborating with municipal stakeholder groups, a state agency, and a construction management team.** This experience has supported Diana in pursuing school projects for Saam through the Massachusetts School Building Authority. Saam was awarded their first elementary school project in 2019, and has continued to expand their school practice with a focus on responsible, resilient, and sustainable design for New England communities.

AIA FRAMEWORK FOR DESIGN EXCELLENCE CHARACTERISTICS

- + **Design for Integration:** Beauty and delight in the use of wood and light, contrasting light and dark
- + **Design for Energy:** 100% daylighting, a high performance exterior envelope, sunscreens, geothermal powerplant and displacement air ventilation
- + **Design for Equitable Communities:** Provides public access to playgrounds; building supports community events
- + **Design for Change:** Modular layout of the building provides future flexibility of program within the building

“Diana’s efforts there were important in advancing a forward looking, innovative school design which raised the bar on K-12 public school architecture. The level of material detail, research-oriented attention to user liveability, ground-breaking 21st century educational configurations and early sustainability efforts were supported and shepherded by Diana against many obstacles. These features, and especially, the first 100% daylit, displacement ventilation school in our state, have served as a model for many subsequent public schools in Massachusetts.”

—
Jonathan Levi
Founding Partner and Director of Design
Jonathan Levi Architects

