AIA Strategic Council Report
Judy Johnson, AIA
18 April 2017

Below is a summary of what has been happening since our March meeting.

**AIA Strategic Council Assembly and Grass Roots: 8-10 March 2017**

Activities

- 8 April Strategic Council Assembly
- 9-10 April Grass Roots

Attached is the Strategic Council Brief that describes the activities of the Council during the Strategic Council Assembly and at Grassroots. This document is being presented to the Board of Directors but below are some of the highlights:

**Strategic Council Assembly:**
At the assembly, we developed our workgroup topics. There are 8 working groups and include the following topics:

- New Urban Agenda
- Public Valuation of Architecture – I am the convener for this group
- Architecture Quality Index
- Innovative Business Models
- Emerging Technologies
- Local Office of the City Architect Initiative
- New Urban Agenda 0 Local Research / Knowledge Exchange
- Architect Life Cycle

The work groups developed an initial brief and I have attached that brief for your review as well

**Grassroots:**
The strategic Council also had a more visible presence at Grassroots and we participated in 4 discussion topics which are highlighted in the attached document and includes the following topics:

- Resilient Cities
- Walkable Cities
- Heritage Cities
- 21st Century Cities

**The Bridge at Grassroots:**
Also at Grassroots the members of the Strategic Council ‘manned’ the wall where we engaged members in conversation about where we wanted AIA to be in 2025. I wrote the summary for that and it is attached as well.
Public Valuation of Architecture – Working Group  

This is the group that I am a member and we want to increase the public’s awareness of architects and architecture. We have been spending our time getting organized but we have developed a questionnaire that I would appreciate you taking the time to take as well. We have initially developed 6 topics for discussion:

- Influence the public through K-12 curriculum
- Get non-architects to advocate for us
- Encourage architects to step out of the shadows and into the public eye
- Demystifying architecture
- Improve visibility of awards
- Study cities where the general public has an appreciation for good design

Convention  

25 – 29 April

There are several activities at the convention that the council will be involved in:

- Working Groups Meeting
  - Each of the working groups will be meeting for two hours in a conference room in ‘town hall’. Members will be asked to join our discussions.
  - Public Valuation or Architecture will be at 10:00am on Thursday morning
- Central Triangle in Town Hall
  - Members of the council are taking turns manning a portion of the triangle at all times to discuss our members concerns and issues

So far this has been a very rewarding experience and I very much appreciate the opportunity to represent AIA New England on the Strategic Council.
Strategic Council Brief

Monday 10 April 2017

This document has been prepared for the AIA National Board. The communications enclosed outline the events and activities of the Strategic Council during the March 2017 assembly and subsequent activities at Grassroots in Washington, DC.

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Philip Bona, AIA
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Strategic Councilors facilitate and lead archi-talk breakout sessions at Grassroots. All photographs by Sonnie Mason.
The bylaws of the Institute state that the Strategic Council’s role is to inform the board and other institute bodies about important professional opportunities. For the Strategic Council, this is about identifying and understanding topics across a wide spectrum that considers highest member value and organizational strategic planning. The Strategic Council collaborates with the knowledge and experience of the entire institute including membership, other institute bodies, and the Strategic Council itself. It also looks outside of the professional organization to allied design professionals, those tied to the construction industry, and potential strategic partners which help us identify and consider important professional opportunities. This requires constant and continuous analysis that seeks to connect, consult, and understand the present and future landscape of our profession and pulse of the membership.

The Strategic Council is poised to take great strides in its work in 2017. We have a highly motivated group of individuals who are anxious to make meaningful contributions to the prosperity and influence of the AIA. Our approach this year integrates an innovative work stream model that considers previous and current content while offering the ability to address new topics that could emerge at any point in the process. This is a structured framework with an open system of design that allows the Strategic Council to continue its previous efforts and simultaneously advance new work throughout the course of the year. Our intent is to share work in progress and our activities at various points throughout the year with a wide segment of the membership, components, and Institute bodies. In that regard, we offer this information to the AIA National Board as a step to increase our knowledge exchange.

On Wednesday, March 8th, the Strategic Council conducted its first assembly this year where it evaluated a wide range of issues in a full day working session. The process and content of this event are presented herein by Strategic Councilor Jaime Sobrino, AIA, in the Assembly Summary on the following page.

With regard to Grassroots, the Strategic Council initiated a robust communication and outreach effort with attendees. To start, all Grassroots attendees received a formal letter in their registration packet from the Strategic Council outlining goals, discussing activities, and offering a standing invitation for membership to engage in our work this year.

In addition, Strategic Councilors helped facilitate the archi-talk breakout sessions at Grassroots. This effort was led by four strategic councilor lead facilitators including Jon Penndorf, FAIA, Jessica Sheridan, AIA, Tim Hawk, FAIA, and Laura Weiss, Assoc. AIA. Each has prepared a summary of their specific archi-talk topic included as part of this document.

The Strategic Council also conducted a direct member engagement effort affectionately referred to as ‘the Bridge’ to connect our work to the opinions and ideas of Grassroots attendees. For this, space directly outside of the Independence Ballroom was utilized to capture membership feedback about an imagined future of various prosperities for architects and the profession of architecture. Strategic Council member Judy Johnson, AIA has provided a highlights of ‘the Bridge’ activity at the end of this correspondence.

Finally, the Strategic Council participated in the Town Hall event Friday on the final day of Grassroots. We were able to join Thomas Vonier, FAIA, AIA President, Carl Elefante, FAIA, AIA First Vice President, Heather Koury, Hon. AIA, CACE President, and Robert Ivy, FAIA, EVP/CEO on stage to talk about pertinent membership topics and answer questions from attendees. As 2017 Strategic Council Moderator, I am grateful for the opportunity to represent the Strategic Council at this forum and speak to our role within the Institute.

As evidenced in our presence throughout Grassroots, the Strategic Council is committed to increased communications and outreach with not only the AIA National Board, but the entire body of the AIA. To date we are in close dialogue with KLA, CACE, NAC, and the YAF among others regarding shared interests and goals, opportunities for collaboration, and engagement in each other's work, events, and publications. Additionally, the Strategic Council is cognizant of the need to more formally document and record its own proceedings, events, and activities moving forward. This Strategic Council Brief serves that purpose increasing awareness of our activities and memorializing our engagement at Grassroots this year.
The AIA Strategic Council held its first face to face meeting of 2017 on March 8th leading up to AIA Grassroots. The Strategic Council brought on Russ Gaskin and Maren Maier from CoCreative Consulting to facilitate a daylong session to prioritize the work for 2017, choose top ideas, generate concept prototypes, and build shared intent around an innovation framework for the strategic council moving forward.

The primary goals of the assembly focused on the following items:

1. Establishing a **Learning Agenda** – Research efforts required for specific topics of interest
2. Establishing an **Action Agenda** – Ideas generated in the Strategic Council to be developed into more concrete initiatives (programs, services, strategies, etc.) the AIA should execute
3. Establishing an **Innovation Framework** – Develop an innovation cycle to structure the work for the year and allow for a flexible adoption of new ideas and adaptation moving forward in 2018.
4. Introduce the 4 levels of innovation (improve, evolve, invent, transform) and clarify the focus of the Strategic Council’s efforts to **Transform** – pursue breakthrough thinking and an approach to guide the development of programs, services, strategies or policies of the AIA

A survey was conducted prior to the Strategic Council Assembly to identify the level of innovation for the Strategic Council and ratify the top ideas from the work performed in 2016 as documented in the 2016 Strategic Council Journal of Work. The results from the survey highlighted the following top ideas on the basis of impact and feasibility:

- Resiliency
- Leadership/Advocacy Framework
- New Urban Agenda
- Local Think Tanks
- Elected Architects
- City Architect
- Architectural Quality Index

The ideas were discussed as to their stages of innovation or development as follows:

- **Stage 0 (Learning Agenda)** – A broad statement or proposition. The Strategic Council scans the current and projected landscape of architecture and creates a prioritized list with summary research of emerging issues for architects to present to the board and membership.

- **Stage 1 (Learning Agenda)** - The Strategic Council develops a list of innovative ideas (programs, services, initiatives, research, etc.) that could position AIA at the leading edge of these emerging issues and forms work groups to carry priority ideas forward to stage 2.

- **Stage 2 (Action Agenda)** - The Strategic Council work groups build out concepts and prototype(s) of their priority ideas, test and refine those ideas with membership feedback and select key concepts to present to the board for stage 3 implementation.

- **Stage 3 (Action Agenda)** - The Strategic Council and board agree to resource the pilot of a specific concept in AIA.

Idea discussed where identified as Learning Agenda or Action Agenda topics. Learning topics developed in breakout sessions included:

1. New Urban Agenda
2. Life-cycle of architects
3. Innovative business models
4. Emerging technologies
5. Affordable housing and homelessness
6. Public valuation of architecture

Action Agenda topics:

1. New Urban Agenda Communications
2. Strategic Plan for Advocacy

Work from each breakout group was presented briefly with the intent of further defining the working groups for the year and the appropriate stages of innovation for future development.
Since the Strategic Council Assembly in March, working groups have been formed and structured to conduct their work for the balance of the year. At this point, we have eight Strategic Council Working Groups formed as follows:

**New Urban Agenda – Professional & Constituencies Education & Awareness** - Create outreach materials that will serve as a tool kit available to AIA leadership, components and general membership to have conversations within their communities about the NUA and how to begin to engage around the NUA’s principals. Create a general sense of understanding among membership leading up to A’18. Define added methods to create a model for change (beyond A’18 and within other programs already in place. (Chere LeClair - Convener, Phil Bona, Carl Elefante, Heather Koury, Jon Pendorf, Tania Salgado, James Wallbridge, Drew White, Scott Busby)

**Public Valuation of Architecture** - Develop strategies that increase the general public’s interest and understanding of the role of architect(s)/ure in improving the quality of all for all citizens. (Janis Brackett, Jeff Ferweda, Jack Morgan, Mark Levine, Luke McCary, Darren Heine, Judy Johnson, Sandy Dickenson, Kelly Hayes-McAlonie)

**Architecture Quality Index** - Develop an architectural quality "index" value in an open and accessible way to the public in order to reframe the economic value proposition of architecture. Identify and integrate the variables of the 21st century that can recalibrate the question in terms of land use decision making, building performance, site responsiveness, health, resilience, and operational costs. (Jaime Sobrino & Ric. Abramson - Conveners, Rich Connell, Patrick Panetta)

**Innovative Business Models** - Deliver 21st Century solutions for business models and strategies that will allow architects to become increasingly prosperous and be recognized as the leaders of the built environment. (Bruce Turner - Convener, Rob Walker, Michael Elliott, Chip Desmone, Jeff Ferweda)

**Emerging Technology** - Be more pro-active with understanding technology that will impact our users, our buildings, and our practice. (Jessica Sheridan - Convener, Illya Azaroff, Brian Dougherty, Chris Hudson, Donna Kacmar, Michael Lingerfelt)

**Office of the City Architect Initiative** - Political influence directly relates to leadership, advocacy and sharing expertise from within. Therefore, fostering the creation or re-establishment of city architect offices within local governments will reassert the architect’s prime role in making cities. (Ric. Abramson - Convener, Patrick Panetta, Matt Johnson)

**New Urban Agenda – Local Research/Knowledge Exchange** - The goal of the project is to facilitate research on a local level through Symposiums which can generate a toolkit which could be adopted by the board and other AIA member communities to widely disseminate information and exchange knowledge on the topic of the New Urban Agenda. Additionally, the project may position the AIA as a market leader on this topic and will certainly feed information which may inform AIA policy. (Tim Hawk - Convener, Jaime Sobrino, Sherryl Muriente, Ric. Abramson)

**Architect Life Cycle** - Through discussion and research, we aim to connect the dots between and un-silo the different points in the life cycle of an architect. Analyzing the needs and wants from each point in one’s career to better inform the AIA of what is missing and what the membership would like to see in terms of support, programs, engagement. (Ross Miller & Kristina Kotlier – Conveners, Sandy Dickenson, Steve Miller, Dave Huotari, Keshika De Saram, Laura Weiss)

Each working group has submitted a Project Brief outlining the overall challenge and goal of the chosen topic. This initial documentation also delineates an initial scope of work and schedule of activities, defines the project team as well as potential liaisons and associations within the Institute and further afield, and identifies ways to map the subject to the Strategic Objectives of the Strategic Plan. From here, Strategic Council working groups will begin to consider their top ideas within the framework of our innovation portfolio starting with in person working meetings in Orlando at the Conference on Architecture later this month.
After an extended question and answer session with Michael Berkowitz, President of 100 Resilient Cities and Managing Director of the Rockefeller Foundation, the workshop subdivided into tables of self-selected affinity groups that were asked specific questions about how resilience affects their communities and practice. Participants represented a diversity of geography and community size from Miami to Alaska as well as some international locations.

Overall, the participants had some level of agreement that resilient design has a community impact. Many similar topics emerged among the groups for what the impacts to the community are including natural disasters that disrupt economy, transportation, education, and infrastructure. Natural disasters do not understand geographic or socio-economic boundaries. Social equity, therefore, is a key concern when planning for resilience - this cannot be a 'have/have not' solution. In already fractured communities, resilience can and should cross boundaries to create a sense of unity. In general, the groups reported a lack of awareness within their communities about what resilience is and how to define a resilient city.

Many participants noted resilience must include planning for non-natural events such as civil unrest, terrorism, and business shocks. Not all communities carry the same level of exposure to human-caused shocks and stresses, but each community does have exposure and may in the future with the urbanization of the planet. Businesses (including architecture firms) need to define what resilience means for their practice model in addition to how they design.

Resilience in practice is a bit harder to define. Many participants reported business as usual even with an awareness of resilience issues. The need to recover quickly after a disaster often supersedes a thoughtful, “resilience-focused” design solution, proving that resilience must be part of core practice and provide more proactive solutions instead of reactive bandages.

Many ideas were put forth from the participants about what the AIA can do to further resilience, both for the members and within communities. The main themes are as follows:

- **Education**: There are gaps in the education of our members, but local officials and community leaders also lack the understanding of what resilient design is and what it might look like specific to a location. The AIA could provide more tools to its members in sharing best practices, offering templates and toolkits for facilitating discussion, and connecting members with subject matter experts when needed.

- **Making a case for resilience**: The AIA may collaborate with other organizations, including the insurance industry and the Conference of Mayors, to help people better understand the “why” and “why now” aspects of resilience. At the local level, members are finding it challenging to navigate the layers of government to get traction on resilient design. Community engagement cannot be a one-time thing – AIA members should know they should continue the conversations to maintain community buy-in.

- **Communication**: Report out specifically the things the Institute and its members are already doing as there is a lot going on the general membership is not aware of. Targeted messaging in media should show that architects are here to help, but it should also demonstrate the value of proactive vs. reactive planning (the message should be this is a “now” issue, not a “planning issue.”

- **Policy**: Assist in creating Chief Resilience Office (CRO) positions or find architects to apply for those positions. Influence the development of codes to include resilience, especially coastal rehabilitation codes. Encourage architects to get involved in local government to influence city planning.
Jeff Speck, AICP, CNU-A, LEED AP, Hon. ASLA, Principal of Speck & Associates posits that there are three groups of experts who do a better job than architects at advocating for Walkable Cities: economists, environmentalists, and epidemiologists.

Economists focus on the ever-increasing amount of income households need to spend on transportation. From 1970 to 2010 that cost has doubled per household. Currently, trends show that lower income families are spending half of their income on housing and half on transportation. The annual cost per household in sub-urban areas is $3,462.00 compared with $1,416.00 in urban areas. Statistics are showing that it is more cost effective, from a transportation perspective, to live in cities.

Environmentalists contend that climate change is the leading crisis facing our culture and the planet. While cities may appear to be inefficient when looking at carbon footprints per square mile, statistics show that carbon footprints per household are significantly lower compared with households in suburban areas. Walkability can help contribute to lowering carbon footprints, as well.

Epidemiologists predict that this generation will live shorter lives than the previous generation. They believe that due to the fact that we are becoming more dependent on transportation, our built environment is contributing to poor health. Asthma rates are three times higher today than they were in the 1990s. Increasing rates of car accidents are contributing to chronic illnesses and deaths. Obesity is not just a health concern in itself, but it also leads to other long-term illnesses, as well. Walkable cities can positively combat all of these issues.

For architecture to matter, architects need to be more engaged with the urban environment. Every project should consider the urban fabric and its impact on the local community. Architects have an opportunity, through the AIA, to share best practices. Failures and success stories are key to creating better environments for living.

Architects can help contribute to creating better, more walkable cities, by focusing attention on the following:

- **Mixed Uses.** The more integrated and consolidated the many functions within a city – including a robust housing stock – the more walkable. Multiple modes of transit is key to creating the connection among those function.

- **Safety.** Smaller block sizes, narrower streets, integrated bike lanes, and strategically placed parking can help prevent auto-related accidents.

- **Comfort.** Parking often works against accessibility. Speck suggests placing parking in the rear of a building, rather than on the street front to provide better access from the sidewalks.

- **Interest.** Nothing interests humans more than other humans, according to Speck. It is important to activate the street edge.

Beyond individual projects, architects have an opportunity to engage more with public officials, community boards, planning boards, and the general public. Architects can contribute to the education of all stakeholders when it comes to community planning. They not only can help participate in conversations as ideas are forming about the future of a community, but they can also help implement smart strategies. Architects should be working with city agencies to create guidelines for urban planning, and working with governing officials on how to encourage or require ongoing community engagement with projects.

Through a combination of advocacy and action, architects can join our colleagues in the fields of economics, environmental science, and epidemiology to improve our built environment.
Jean Carroon, FAIA, offered a more in-depth presentation of the specific factors which need to be considered as part of adapting or preserving historic structures. Topics included energy considerations, window replacement/refurbishing, waste from demolition, and various impediments to development which are offered by existing structures.

The affinity groups, which were sorted by city size and level of local engagement in transforming the existing built environment, considered the relevance of the topic.

Most groups indicated that historic buildings are important to the greater community, but are not considered relevant to developers, and often also not relevant to city leaders. The relevance of the topic to individual cities was also linked to the historic integrity of the city. For instance, historic adaptation is very important to citizens in Baltimore and much less so in Denver (a city which has witnessed most of its expansion recently). Some groups voiced the importance of addressing crumbling infrastructure in their cities. This response was especially noteworthy among the folks representing “rust belt” cities such as Pittsburgh.

The discussions generated recurring themes of engagement which could drive economic development in cities of all sizes. Several groups cited the opportunity for tourism to increase through the preservation of historic structures and investments in historic districts. This seemed to ring true for large, medium, and small cities. Additionally, it was generally agreed that residents care about existing buildings and want them to be maintained and improved.

Several groups cited the sustainable benefits of adapting, preserving, or rehabilitating existing buildings. Several also cited the economic benefits available to architects who focus on this type of professional service, since there is plenty of need.

Some of the concerns voiced included the cost of public design review and the political implications of this process. Also, several groups believe that community leaders often do not prioritize buildings but rather focus on social welfare, financial, and workforce topics.

All groups indicated that the topic of Heritage Cities is somewhat important to their cities. However, the responses mirrored the community engagement, in large part because of the demand for these types of services by patrons of architecture.

Ideas were discussed surrounding the topic of AIA assistance and support. It was cited that members of the AIA could:

1. Share knowledge through turnkey presentation - share best practices and case studies. Package municipal success stories (Portland’s Urban Design Panel, Boston’s BCDC)
2. Advocate for zoning changes and tax credits
3. Help grow success in public outreach on the topic
4. Establish cheat sheets for neighborhood development
5. Step in as the leaders of this topic…create local 'knowledge gurus' on the topic
6. Promote Heritage tourism

AIA Actionable Themes:

Knowledge Exchange: Members of the AIA should establish links between communities and foster sharing on the topic of heritage cities.

Public Outreach Through Tourism: Local leaders of the AIA could establish links to municipal and regional tourism agencies and become a resource to expose the value of the built environment.

Advocacy: The national and state AIA Political Action Committees and Advocacy leaders could advocate for tax incentives and zoning adjustments to simplify the design process and encourage rehabilitation.
This is a topic that incorporates numerous issues faced by today’s modern cities. Tom Dallessio, CEO of Next City, introduced us to ten metrics that characterize these issues. With these in mind, the breakout affinity groups first considered to what degree their communities and their own practices believe these issues have relevance. Not surprisingly most communities (as represented by the breakout group participants) were “neutral” to “strong” believers. More interesting, perhaps, was the connection between community and practice common across all communities regardless of size.

As described by several of the groups, the geographic location of the practice within the community, the location of their projects, and the geographic distribution of AIA components across a community, all had bearing not only on whether a community recognized the relevance but also whether they are actively engaged in addressing the issues of the 21st-century city. It probably goes without saying that basic economics are often at work here. Market demands for architectural services heavily influence these practices, which in turn influence the types of projects that firms deliver. If projects and practices are to tackle these issues robustly with greater scale, the market and the communities must become the evangelists and create the demand. So why is that not always the case?

To understand how the AIA can promote engagement, we started with the question of why communities (or practices) are not already engaged. The answers roughly fit into three types of stakeholder groups within our communities:

- **The general public**, whose lack of engagement can be attributed to generational differences, a perception of architects as handling more frivolous types of issues, and a lack of information about why these issues are of importance and relevant to them.

- **Government officials and business leaders**, who do not often think of integrating design activities with planning and decision-making, who adhere to federal and municipal processes that hinder open dialogue with the community, and who lack information about why these issues which are of importance and relevant to them.

- **Practitioners**, for whom architectural education has not fundamentally changed in close to a century, who are not always viewed as the trusted advisor and given a seat at the table early enough in the planning process, who are often too busy, and who also lack information about how to affect change regarding these incredibly important issues.

**Do we see a theme here?**

The lack of information and the availability/accessibility of that information is arguably the main obstacle to engagement. Some ideas for how the AIA can help included:

- Support education and outreach regarding “what architects do” and with the message that “buildings are infrastructure”
- Develop a best practices handbook with metrics, campaign materials, and case studies that describe successful applications (with the ROI)
- Develop alliances between the AIA and “high-impact” organizations and/or business leaders
- Create partnerships (“matchmaking”) between organizations who are focused on similar goals
- Convince architects “to believe in themselves” and the collective impact of their efforts
- Conduct roving meetings on buses to engage communities and promote civic action
- Promote the idea of city architects (and “citizen architects”/community champions)
- Look at and learn from other industries that have driven successful change efforts
- Develop compelling K-12 education / summer camps for kids
- Offer member incentives to get involved with civic projects (or offer discounts on dues)

Perhaps not surprisingly most of these ideas originate at the grassroots level, with practitioners. If practitioners can lead the charge in educating their communities of citizens, business leaders, and government officials they may begin to build the demand for design services that address the most critical issues facing the urban environment. One of the sessions participants commented “how can we promote equity and diversity if we are not ourselves equitable and diverse?” Or in the famous words of Mahatma Gandhi: “You must be the change you want to see in the world.”
Engaging our AIA members and listening to their experiences and knowledge is a necessary and important role of the Strategic Council. At the Grassroots Conference in March members of the Strategic Council took turns manning ‘the Bridge’ and connecting directly to our members to get invaluable feedback for initiatives and important topics as the Strategic Council organizes its work this year. To focus the discussion, we selected four topics with focused questions for consideration. Members were invited to post comments to the wall and discuss what is important to them with Strategic Councilors at ‘the Bridge’ during breaks and between program sessions. There were several themes that rose to the top of the discussions within each topic area that are worth noting.

**Professional Lifecycle** - It’s the year 2025 and architects are supported across the entire lifecycle. What has the AIA done to make this a reality?

Our members want more value from the AIA for support throughout the many stages of their careers from the student of architecture through retirement with an emphasis on public awareness of architects and architecture to energizing the architecture firm and the culture in that firm.

**Resilient Cities** - It’s the year 2025 and architects have become leaders in making cities resilient. What has the AIA done to make this a reality?

In looking at the future, the members believe that AIA will play a significant role in ending homelessness and providing affordable housing for all citizens. We will advocate for the profession on the local and national level and the Institute will develop programs and support materials to support AIA members who want to run for office, develop education programs for components to help architects be the leaders for positive change in our urban and rural communities.

**Emerging Technology** - It’s the year 2025 and architects are utilizing emerging technologies in their practices. What has the AIA done to make this a reality?

In the year 2025 architect will be on the leading edge of the development of innovative technologies. We will partner with other organizations, strategically help educate our members, and develop software and creative tools to enhance our practices to benefit design, our profession, the public and our clients. One interesting question posed was "who is the contractor when robots build buildings?"

**Other Considerations** - What else would you like to tell us?

In addition, our members encourage the Institute to consider member value, to advocate on their behalf, to focus our energy to complete highly effective work on a few initiatives, and to be critically objective when critiquing current programs.

The AIA is fortunate to have many engaged members and ‘the Bridge’ provided a unique opportunity for the Strategic Council to listen to their ideas for the future of architecture and the profession.
2017 AIA Strategic Council Working Groups

1. **New Urban Agenda – Professional & Constituencies Education & Awareness**
   Chere LeClair, Convener
   Phil Bona, Carl Elefante, Heather Koury, Jon Pendorf, Tania Salgado, James Wallbridge
   Drew White, Scott Busby

2. **Public Valuation of Architecture**
   Convener - TBD
   Janis Brackett, Jeff Ferweda, Jack Morgan, Mark Levine, Luke McCary, Darren Heine,
   Judy Johnson, Sandy Dickenson, Kelly Hayes-McAlonie

3. **Architecture Quality Index**
   Jaime Sobrino & Ric Abramson, Conveners
   Rich Connell, Patrick Panetta

4. **Innovative Business Models**
   Bruce Turner, Convener
   Rob Walker, Michael Elliott, Chip Desmone, Jeff Ferweda

5. **Emerging Technologies**
   Jessica Sheridan, Convener
   Illya Azaroff, Brian Dougherty, Chris Hudson, Donna Kacmar, Michael Lingerfelt

6. **Local Office of the City Architect Initiative**
   Ric Abramson, Convener
   Patrick Panetta, Matt Johnson

7. **New Urban Agenda – Local Research/Knowledge Exchange**
   Tim Hawk, Convener
   Jaime Sobrino, Sherryl Muriente, Ric Abramson

8. **Architect Life Cycle**
   Ross Miller & Kristina Kotlier, Conveners
   Sandy Dickenson, Steve Miller, Dave Huotari, Keshika De Saram, Laura Weiss
NEW URBAN AGENDA (NUA)

1. THE CHALLENGE
How do we educate our profession (internal to our profession) on the NUA and how it is relevant to all communities? Secondly, how do we create awareness amongst our broader Constituencies (external to our profession) such as mayors, financial institutions, etc. about the NUA and how it can positive effect change and shape our communities?

2. THE PROJECT GOAL
Create outreach materials that will serve as a tool kit available to AIA leadership, components and general membership to have conversations within their communities about the NUA and how to begin to engage around the NUA’s principals. Create a general sense of understanding among membership leading up to A’18. Define added methods to create a model for change (beyond A’18 and within other programs already in place).

3. ALIGNMENT WITH STRATEGIC OBJECTIVES
- Career Pathways
- Influence
- Innovation
- Market Leadership
- Outreach
- Policy
- Relevance
- Research

4. SCOPE OF ACTIVITIES AND KEY MILESTONE DATES
By April 25 (Orlando)
Place NUA background information/material on Basecamp so group can become more conversant on the NUA principals.
Add relevant KC members to the group. Determine a methodology to engage with membership at A’17.
Create ‘elevator speech’
Identify programs currently planned (e.g. A’18 and local component programs)

May 25
Set-up monthly webinars. Create a plan for connecting with KC in person at KLA meeting in June.
Develop various methods for outreach at each level; AIA leadership/membership and community
Provide engagement opportunities (e.g. KC’s, Mayor’s forums)
Define connections to be made (e.g. UN level, NAAB, Academia, ULI)

June 25
Report out to the Council on the webinar. Make a determination if need any additional resources (staff, monetary, etc.) to move ideas forward. Define schedule and speak to identified audiences?
Create list of resources for components or programs delivered

July 2-October 25
Continue to develop ideas.
Bring in experts to educate the Council, Board, Leaders? Ask for funding to reach outside AIA? Prepare recommendations for creating the model for change (awareness and connections).

6. SC PROJECT CONVENER & MEMBERS
Phil Bona, Carl LeClair (convener), Jon Salgado, James Wallbridge and Drew White

7. TEAM (INCLUDING AIA STAFF, INSTITUTE BODIES, MEMBERSHIP AT LARGE)
Anne Tyler, Derek Washabaugh, Housing KC member (TBD), other expert(s) external to the profession/AIA?
INCREASE PUBLIC VALUATION OF ARCHITECTURE

1. THE CHALLENGE
Beyond simply increasing the awareness of Architects and Architecture there is a need to increase the perceived value of architect(s).

2. THE PROJECT GOAL
Develop strategies that increase the general public’s interest and understanding of the role of architect(s) in improving the quality of all for all citizens.

3. ALIGNMENT WITH STRATEGIC OBJECTIVES
   > Career Pathways
   > Outreach
   > Influence
   > Policy
   > Innovation
   > Relevance
   > Market Leadership
   > Research

4. SCOPE OF ACTIVITIES AND KEY MILESTONE DATES
   April:
   - Get organized
   - Brainstorm on strategic positions to engage public
   - Identify areas where “strategic positions” are addressed by other groups in AIA to eliminate duplicitive work
   - Share observations w/ Council for feedback and evolution of thought
   
   May / June:
   - Refine strategic ideas and prototype concepts
   - Develop / test concepts
   - Refine strategic decisions and re-prototype concepts as necessary
   - Share results w/ Council for feedback, evolution of thought and course adjustment if necessary

   July / August:
   - Continue cycle of develop / test concepts
   - Generate draft report of process and results
   - Initially identify top strategies and processes with the greatest opportunity for meaningful impact
   - Share report w/ Council for feedback and evolution of thought

   September/October/November:
   - Wrap up testing and documentation

   December:
   - Report out topic recommendations during December meeting
   - Evaluate how work could / should continue into next year

6. SC PROJECT CONVENER & MEMBERS
   CONVENER: (TBD)
   MEMBERS:
   JANIS BRACKETT, JEFF FERWEDA, DARREN HEINE, JUDY JOHNSON, MARK LEVINE, LUKE MCCAIRY,
   JACK MORGAN, SANDY DICKENSON, KELLY HAYES-MCALONIE

7. TEAM (INCLUDING AIA STAFF, INSTITUTE BODIES, MEMBERSHIP AT LARGE)
   Board Committees (Advocacy, Public Outreach),
   CACE, Kathy Compton + Staff
Architecture Quality Index

1. THE CHALLENGE
Architectural value is recognized within the institute but defined primarily by those outside the profession. While it varies by type and project scale, cumulatively developers, real estate agents, lenders, investors, and city planners exert far more influence on the economics of design and construction than architects. There are opportunities for architects at all scales to craft an influential voice and reposition a quantitative and qualitative value for architecture in society.

2. THE PROJECT GOAL
Develop an architectural quality “Index” value in an open and accessible way to the public in order to reframe the economic value proposition of architecture. Identify and integrate the variables of the 21st century that can recalibrate the question in terms of land use decision making, building performance, site responsiveness, health, resilience, and operational costs.

3. ALIGNMENT WITH STRATEGIC OBJECTIVES – THIS INITIATIVE ALIGNS WITH ALL STRATEGIC OBJECTIVES LISTED BELOW.
- > Career Pathways
- > Outreach
- > Influence
- > Policy
- > Innovation
- > Relevance
- > Market Leadership
- > Research

4. SCOPE OF ACTIVITIES AND KEY MILESTONE DATES
Develop a new way of financially evaluating “economic value of design” to why well-considered design makes financial sense and its impact on public consumption of architecture that takes into account factors such as building performance, materials effectiveness, energy consumption, water usage, resiliency capacity, passive design strategies, operating costs, etc.

To accomplish this, the following steps are to be taken:
1. Based on the work developed last year by the group, showcase a prototype of what the AQI could be at the AIA Conference on Architecture on April 26-29, 2017 to obtain feedback from the membership.
2. Research and identify other “ranking” systems and how they “rate” architecture: ex. Multiple-Service Listings, BOMA office building ratings, real estate appraisal methods (Duration – 6 months)
3. Research and examine past attempts of defining architecture value.
4. Research and identify current trends and priorities consumers/users of architecture are currently prioritizing. This can be performed through review of current periodicals and through surveys. (Duration – 6 months)
5. Develop an update AQI prototype with feedback obtained from these processes. (Duration – 2 months)
6. Present the AQI prototype at the SC December meeting.

6. SC PROJECT CONVENER & MEMBERS
Convener – Jaime E. Sobrino
Members:
Ric Abramson, Rich Connell, Patrick Panetta, Frederick Marks (Non-Council member, SWE)

7. TEAM (INCLUDING AIA STAFF, INSTITUTE BODIES, MEMBERSHIP AT LARGE) 
Kermit Baker; Design Health [under development by AIA, ACSA, Architecture Foundation]; ANFA; COTE; BRIK; AIA Resource Research Center

AIA Strategic Council
TITLE
Increased Prosperity through Innovative Business Models

1. THE CHALLENGE
How might we better prepare architects to be successful with emerging business models within the next ten years?

2. THE PROJECT GOAL
Deliver 21st Century solutions for business models and strategies that will allow architects to become increasingly prosperous and be recognized as the leaders of the built environment.

3. ALIGNMENT WITH STRATEGIC OBJECTIVES
- Career Pathways
- Influence
- Innovation
- Market Leadership
- Outreach
- Policy
- Relevance
- Research

4. SCOPE OF ACTIVITIES AND KEY MILESTONE DATES
1. Review what research, knowledge, and intelligence exists—both inside and outside the AIA—that can inform this issue.
2. Summarize the "current state" to frame the issue, with a special focus on understanding the work of the related 2015 and 2016 Study Groups.
3a. Follow-up with the Institute Board to discuss any recommendations from 2015 and 2016 Study Groups and, where appropriate, engage in resourcing existing groups and encouraging the Board to establish programs and work groups.
3. Inventory current Knowledge Community efforts to identify parallel work (Project Delivery, Practice Management, Technology, etc.
4. Identify experts, thought leaders, advocates, antagonists, and protagonists from both inside and outside the AIA, who can stimulate discussion on this topic—such as Small Firm Exchange, Large Firm Roundtable, NAC, YAF, AIAS, Academia, International Practitioners, etc.
5. Develop a framework of thinking on the topic, including a proposal for a generative exercise for an Assembly (if deemed necessary).
6. Develop a strategy for informing Council in advance of the relevant Assembly (if deemed necessary).
7. Define and communicate the desired outcomes for the generative exercise (if deemed necessary).
8. Facilitate the generative exercise (if deemed necessary).
9. Draft recommendations based on the exercise (or other findings) to help inform the Board and other Institute bodies.

6. SC PROJECT CONVENER & MEMBERS
Convener: Bruce D. Turner, AIA
Members: Mike Elliott, AIA, Rob Walker, AIA, Chip DeWoody, AIA, Jeff Eckles, AIA

7. TEAM (INCLUDING AIA STAFF, INSTITUTE BODIES, MEMBERSHIP AT LARGE)
Staff: TBD, Possibly Anne Tyler & O'Neill, Philip O'Neill, Pam Day.
EMERGING TECHNOLOGIES

1. THE CHALLENGE
Look at how technology impacts space.
Look at how the internet of thing and technology impact building science.
How will technology impact how we practice?

2. THE PROJECT GOAL
Be more pro-active with understanding technology that will impact our users, our buildings, and our practice.

3. ALIGNMENT WITH STRATEGIC OBJECTIVES: INNOVATION + RESEARCH

   > Career Pathways
   > Outreach
   > Influence
   > Policy
   > Innovation
   > Relevance
   > Market Leadership
   > Research

4. SCOPE OF ACTIVITIES AND KEY MILESTONE DATES

By April 25 (Orlando)
Make list of technologies that could impact building users, building science or practice.
Make a “voting ballet” to get feedback form members at Orlando.
Make list of web-based meeting software and applications.

May 25
Set up monthly web-based meetings. Try out different systems/technologies.

July 25
Report back to Strategic Council as a whole. Make determination if there is an “ask” of board for staff time or financial support.

September 25
Draft report of activities and recommendations.
For instance: speaker or expo company at AIA Conference in New York.

November 25
Final report to AIA staff for distribution to Strategic Council for December meeting.

December 7
Report out to councilors.

6. SC PROJECT CONVENER & MEMBERS
Illya Azaroff, Brian Dougherty, Chris Hudson, Donna Kacmar, Michael Linnerfelt, Jessica Sheridan (convener)

7. TEAM (INCLUDING AIA STAFF, INSTITUTE BODIES, MEMBERSHIP AT LARGE)
Is there a dept or staff at AIA who deals with technology? Knowledge Group?
OFFICE OF THE CITY ARCHITECT INITIATIVE

1. THE CHALLENGE: POLITICALLY, THE POWER OF ARCHITECTS TO CONTROL DESIGN DECISIONS, EFFECT LAND USE POLICY, STEWARD THE BUILT ENVIRONMENT AND PROTECT THE HEALTH SAFETY AND WELFARE OF THE PUBLIC HAS WANED SIGNIFICANTLY IN RECENT DECADES.

2. THE PROJECT GOAL: POLITICAL INFLUENCE DIRECTLY RELATES TO LEADERSHIP, ADVOCACY AND SHARING EXPERTIZE FROM WITHIN. THEREFORE, FOSTERING THE CREATION OR RE-ESTABLISHMENT OF CITY ARCHITECT OFFICES WITHIN LOCAL GOVERNMENTS WILL REASSERT THE ARCHITECT’S PRIME ROLE IN MAKING CITIES.

3. ALIGNMENT WITH STRATEGIC OBJECTIVES
   - Career Pathways
   - Influence
   - Innovation
   - Market Leadership
   - Outreach
   - Policy
   - Relevance
   - Research

4. SCOPE OF ACTIVITIES AND KEY MILESTONE DATES:
   A. RESEARCH THE HISTORY OF CITY ARCHITECTS IN THE FOUNDING, PLANNING AND GROWTH OF CITIES ACROSS AMERICA. (FALL 2016)
   B. EXAMINE CURRENT FORMS AND MODELS IN PLACE (FALL 2016)
   C. ESTABLISH A WORKING GROUP (INCLUDING OUR PUBLIC ARCHITECTS KNOWLEDGE COMMUNITY, PACK AND AIA ARCHITECTS WORKING IN GOVERNMENT) TO BETTER UNDERSTAND THE OPPORTUNITIES AND CHALLENGES ASSOCIATED WITH CREATING NEW OFFICES (SPRING 2017)
   E. FORWARD TO THE BOARD OF DIRECTORS FOR FEEDBACK AND COMMENT (SEP. 2017)
   F. WORK WITH THE CENTER OF CIVIC LEADERSHIP/CCF TO DEVELOP A TRAINING PROGRAM FOR THOSE WHO WOULD LIKE TO SERVE AT THE LOCAL LEVEL (FALL 2017)
   G. PRODUCE A PUBLIC OUTREACH PROGRAM TARGETED AT LOCAL CITY MANAGERS, COMMUNITY LEADERS AND DECISION MAKERS. (WINTER /SPRING 2018)
   H. DEVELOP AN IMPLEMENTATION PROTOCOL AND ROLE AND JOB DESCRIPTIONS FOR LOCAL GOVERNMENTS TO ESTABLISH A NEW OFFICE OF THE CITY ARCHITECT AND TAILOR IT TO THEIR NEEDS. (WINTER /SPRING 2018)

6. SC PROJECT CONVENER & MEMBERS
   RIC. ABRAMSON FAIA, PROJECT CONVENER
   PATRICK PANETTA, AIA
   MATT JOHNSON AIA

7. TEAM (INCLUDING AIA STAFF, INSTITUTE BODIES, MEMBERSHIP AT LARGE)
   PAM DAY, AIA STAFF LIAISON
   - PUBLIC ARCHITECTS KNOWLEDGE COMMUNITY
   - CACE
   - CENTER FOR CIVIC LEADERSHIP
   - ALLIANCE FOR INNOVATION
1. THE CHALLENGE
The new urban agenda is a current topic that has been considered internationally and has also been discussed at national forums within the AIA. The challenge is that this knowledge is not widely understood and awareness is low within the design community.

2. THE PROJECT GOAL
The goal of the project is to facilitate research on a local level through Symposiums which can generate a toolkit which could be adopted by the board and other AIA member communities to widely disseminate information and exchange knowledge on the topic of the New Urban Agenda. Additionally, the project may position the AIA as a market leader on this topic and will certainly feed information which may inform AIA policy.

3. ALIGNMENT WITH STRATEGIC OBJECTIVES
- Career Pathways
- Outreach
- Policy
- Innovation
- Relevance
- Market Leadership
- Research

4. SCOPE OF ACTIVITIES AND KEY MILESTONE DATES
Committee members will develop local committees to plan a symposium in localized regions. (April/May 2017)

Work with national research staff to articulate research outcomes (June 2017)

Establish planning for local symposiums (July/August 2017)

Hold symposiums (September 2017)

Collect findings and prepare research report (October 2017/November 2017)

Establish a toolkit for local proliferation of information (December 2017/January 2018), toolkit to be released at Grassroots 2018.

5. SC PROJECT CONVENER & MEMBERS
Tim Hawk, Jaime Soboco, Ric Abramson, Sherryl Muriente

6. TEAM (INCLUDING AIA STAFF, INSTITUTE BODIES, MEMBERSHIP AT LARGE)
AIA Columbus, AIA Miami, AIA national research staff
1. THE CHALLENGE
How can the AIA adequately engage, education, and offer support and programming for all stages of your career (emerging professionals, middle-career architects, and emeritus architects), including architecture students and K-12 students? Traditionally, a lot of focus and resources are concentrated to singular points in one’s career and nothing really ties all the stages of one’s career together or cross-pollinates them.

2. THE PROJECT GOAL
Through discussion and research, we aim to connect the dots between and un-silo the different points in the life cycle of an architect. Analyzing the needs and wants from each point in one’s career to better inform the AIA of what is missing and what the membership would like to see in terms of support, programs, engagement, etc.

3. ALIGNMENT WITH STRATEGIC OBJECTIVES
- Career Pathways
- Outreach
- Influences
- Policy
- Innovation
- Relevance
- Market Leadership
- Research

4. SCOPE OF ACTIVITIES AND KEY MILESTONE DATES
- Ross and Kristina to develop an agenda and timeline of key dates and potential due dates.
- We will hold monthly (regular) conference calls.
- Discovery Period (1 - 2 months) - Identify work goals as a group and form key partnerships with relevant people outside of our group.
  - April - Gather feedback from “The Wall” in Orlando and meet in person as a work group.
- Work Period (3 - 4 months) - Gathering data as a group, researching, and exploring various topics related to our project goals.
  - July – Report back to Strategic Council as a whole.
- Summary Period (2 - 3 months) - Focused on summarizing, production and presentation of our outcomes.
  - September – Draft report of research and recommendations.
  - Finalizing our report to AIA staff for distribution to Strategic Council for December meeting.

6. SC PROJECT CONVENER & MEMBERS
Ross Miller & Kristina Kotlier – Convener
Sandy Dickinson, Steven Miller, Dave Huotari, Laura Weiss, Keshika De Saram – Members

7. TEAM (INCLUDING AIA STAFF, INSTITUTE BODIES, MEMBERSHIP AT LARGE)
NAC, YAF, COF, AIAS member(s), CEP staff, and others as we have more discussions as a group. We would like this group to be inclusive to those members that are interested in contributing.
**AIA Strategic Council: Public Valuation of Architecture Working Group**

Name (optional): ___________________________________________ Chapter (optional): ____________________________

**STATEMENT: HOW MIGHT THE AIA INFLUENCE THE NEXT GENERATION OF CHILDREN THROUGH K-12 CURRICULUM?**

Influence how coursework is taught: pedagogy

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New architectural "plug and play lessons" that can be inserted into standard (Health, Science, History, Geography) curriculum to reinforce an idea

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Engage each AIA component in an annual program or event (with curriculum provided) in a local school to satisfy the Component Performance Criteria

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**STATEMENT: HOW MIGHT THE AIA ENCOURAGE NON-ARCHITECTS TO ADVOCATE FOR THE VALUE OF ARCHITECTURE?**

Friends of Architecture Groups

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Engage with local cities where annual convention is located

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Promote a member toolkit

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Study the beginnings and growth of foodie culture movement

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Provide shareable informational videos to educate the general public

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STATEMENT: HOW MIGHT THE AIA ENGAGE THE GENERAL PUBLIC TO FIND RELEVANCE (and Demystify) ARCHITECTURE

Ask the general public what things in buildings they value the most
1  2  3  4  5
not important  neutral  very important

Ask the general public what they think architects do
1  2  3  4  5
not important  neutral  very important

Survey people who visit significant architecture and ask them what they valued most about the experience
1  2  3  4  5
not important  neutral  very important

Study cities/places where a high “design IQ” already exists and is appreciated by the general public
1  2  3  4  5
not important  neutral  very important

Netflix, Amazon, TV Architecture series on main stream network similar to Anthony Bourdain No Reservations, etc.
1  2  3  4  5
not important  neutral  very important

TV series to document a real architectural design/construction process focused on residential design to differentiate from current HGTV “design” shows
1  2  3  4  5
not important  neutral  very important

STATEMENT: HOW MIGHT AIA EQUIP AND ENCOURAGE ARCHITECTS TO STEP OUT OF THE SHADOWS AND INTO THE PUBLIC EYE IN LEADERSHIP POSITIONS

Architects running for office (State legislature, City Councils/boards)
1  2  3  4  5
not important  neutral  very important

Encourage young members to engage in topics where they can make an impact
1  2  3  4  5
not important  neutral  very important

Require leadership training program as part of the Component Performance Criteria
1  2  3  4  5
not important  neutral  very important
Questions:
For those who have a naturally introverted personality. How might AIA encourage architects to break out of that mold?

How might AIA equip architects to engage in community leadership roles?

If you’re not involved in local government/boards/community programs, what is holding you back?

How did you arrive in your current leadership position with TxA? If possible, provide a graphic sequential “tree” to diagram that process.

HOW
Where do you most often look or find information? (check all that apply):

_____ Seminars at conference on architecture
_____ Articles in Architecture Magazine
_____ Online blogs
_____ Webinars
_____ Facebook
_____ Twitter
_____ White papers
_____ Others (please specify): ___________________________________________