Strategic Council Update

Imagination is more important than knowledge. For knowledge is limited, whereas imagination embraces the entire world, stimulating progress, giving birth to evolution. -Albert Einstein
Strategic Council Composition

The members of the Strategic Council include Regional Representatives from the Institute’s nineteen regions. Current AIA officers - President, First Vice President, Secretary, and Treasurer. The immediate Past President, At-Large Representatives elected by the Strategic Council, Associate Representative selected by Associate members, Student Representative selected by the Board of the American Institute of Architecture Students, CACE Representative selected by the members of The Council of Architectural Component Executives, and the AIA’s EVP/Chief Executive Officer. The Council may appoint additional representatives (subject to Board approval) to ensure that its size, composition, and competencies support the Council’s goals of flexibility, diversity, and representation. The maximum Council size is sixty members.

The Strategic Council advances the profession by informing the Board of Directors and other Institute bodies of important professional issues and potential opportunities. The Strategic Council is charged with surveying the entire profession to identify opportunities and threats, and engaging in focused strategic planning in order to inform the goals, objectives and policies of the American Institute of Architects.
Strategic Council Engagement
Network Dynamics

When you break down one silo you create another

We do not need to break down silos, horizontal connections are what is important

Companies organized around functional groups will inherently get poor collaboration around products

The trick is to connect the silos together effectively

Excerpts from ‘Breaking Down Silos is a Myth, Do this Instead’ - Greg Satell
Possible Communications

**Neutrality**

- AIA Board
- “other” Institute Bodies

We inform

We are the Scouts of the Institute.
We are outward-facing.
We disseminate information to...

Our Constituencies

We engage in leadership development.
We seek issues & opportunities.
We seek feedback.

Intentional Communications

**Initiated**

- AIA National Institute Bodies
- Strategic Council
- The Membership At-Large

**Understanding**

- Knowledge Experience
- Knowledge Experience
- Knowledge Experience

CONSULT

INFORM
2017 Targets

YAF, NAC, CACE, KLA, ArchiPAC, SFx, CCL, Center for Practice, Equity & the Future of Architecture, COTE, CRAN, Housing & Community Development


NAAB, ACSA, Codes & Standards, AAH, Academy of Architecture for Justice, Building Performance, Corporate Architects and Facility Management, Project Delivery, Regional & Urban Design, Retail & Entertainment

Intentional Communications

*Initiated*
Grassroots Engagement

Dear Grassroots Members,

As your Strategic Council embarks upon the new year, it is our priority to establish meaningful connections between the work of membership at large, AIA chapters, and the AIA headquarters. Now is the time to ensure our efforts are linked to our strategic vision.

We understand the cycle will not only benefit our members, but also help us more effectively communicate our message to decision-makers and elected officials. Our work is about connecting the dots between the needs of architect members and the issues affecting our industry.

Membership engagement is focused on both mission and membership. The Strategic Council aims to recruit new members and maintain relationships with existing members. We believe in providing opportunities to connect or network, a significant role in sharing the content within our network. We value your experience and feedback, and hope you will continue to share your thoughts and ideas with us.

In addition, members are encouraged to visit www.aia.org/leadership for more information related to the work and activities of the Strategic Council. If you have any questions, please contact the Strategic Council at 202.508.5000 or email us at strategiccouncil@aia.org.

1. Better understand the career decisions of recent architecture graduates
2. Provide additional resources for retaining members on a local level
3. Create new membership recruitment programs
4. Foster local leadership and advocate for positive change within the industry
5. Promote local initiatives and initiatives that support community engagement
6. Support the work of the AIA Washington DC Chapter
7. Subsequent correspondence from President mines a node that the communication needs to align with the goals and objectives of the Strategic Council, and President...
Dear Conference Attendee:

We would like to thank you for visiting us during the A’17 Conference in Orlando last month. The core mission of the Strategic Council is to advance the profession of architecture by informing the Institute of important professional issues and opportunities. We value highly each member’s input in this process and your feedback is essential to helping shape the work of the Council.

We encourage you to visit our web presence at www.aia.org/leadership for more information related to the work and makeup of the Strategic Council. This page houses important documents like the AIA 2016 Strategic Plan and 2016 Journal of Work, both of which provide insights for the work of the Strategic Council. We also encourage you to contact a Strategic Council Chair within your region or email us directly at strategiccouncil@aia.org.

We look forward to engaging with members such as yourself. Please feel free to contact me, Jason Winters or your Regional Representatives to learn more about the Strategic Council and our work.

Thank you again for your interest in the Strategic Council and your commitment to the profession. We also hope to see you again next year in New York!

Sincerely,

Rob Walker, AIA
A’17 Strategic Council Engagement Chair

Jason Winters, AIA
Strategic Council Moderator
Council Members Attending: Illya Azaroff, Brian Frickie, Jason Winters

Topics:
- Understanding the AIA Strategic Plan
- Public Valuation of Architecture
- Innovative Business Models for Practice
- Architect Lifecycle
- Leadership Development
- The role of the AIA in the New Urban Agenda

<table>
<thead>
<tr>
<th>Title</th>
<th>Short description</th>
</tr>
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<tbody>
<tr>
<td>Increase Public Valuation of Architecture</td>
<td>Help this Strategic Council Working Group develop strategies that increase the general public’s interest and understanding of the role of architects/ure in improving the quality of all for all citizens.</td>
</tr>
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<td>Innovative Business Models for Practice</td>
<td>Help this Strategic Council Working Group inventory parallel work from KCs and identify experts who can better prepare architects to be successful with emerging business models within the next ten years.</td>
</tr>
<tr>
<td>Life Cycle of an Architect</td>
<td>Help this Strategic Council Working Group explore how AIA can adequately engage, educate, and offer support for K-12 and Higher Ed students and emerging, middle-career, and emeritus architects.</td>
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</tbody>
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CACE Engagement

Architecture 101: Understanding Terminology, Acronyms, & the Language of Architecture
Jesse Winters, AIA
2017 AIA Strategic Council Moderator

Workshop 3
2017 Work of the Strategic Council
## Strategic Council Evolution of Work

<table>
<thead>
<tr>
<th>Year</th>
<th>Study Groups</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self Generated</td>
<td>5 Study Groups</td>
<td>9 Study Groups</td>
<td>8 Generated from the Strategic Objectives of the Strategic Plan</td>
<td>7 Active Working Groups</td>
</tr>
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<td></td>
<td></td>
<td></td>
<td>1 Self Generated</td>
<td>(From the 6 Prominent Ideas)</td>
</tr>
<tr>
<td></td>
<td>5 Final Reports</td>
<td>74 Ideas Created</td>
<td>6 Prominent Ideas Advanced</td>
<td>5 Self Generated</td>
</tr>
<tr>
<td></td>
<td>1 from each Study Group</td>
<td></td>
<td></td>
<td>3 Inactive</td>
</tr>
</tbody>
</table>

- **2015**
  - 5 Study Groups
  - Self Generated

- **2016**
  - 9 Study Groups
  - 8 Generated from the Strategic Objectives of the Strategic Plan
  - 1 Self Generated

- **2017**
  - 7 Active Working Groups
  - 2 Continued from 2016
  - (From the 6 Prominent Ideas)
  - 5 Self Generated
  - 3 Inactive

- **2016 Journal of Work**
  - AIA Strategic Council

- **AIA Strategic Council Innovation Portfolio**
- **Strategic Council Engagement & Outreach**
- **Strategic Council Working Group Products**
Strategic Council Evolution of Work
Considerations for Process

Innovative
Continuous
Repeatable
Communicative
Malleable
Time Insensitive
Open System
Intuitive
Strategic Council Instruments to Action

Strategic Planning

LONG TERM

Working Group

NEAR TERM

Task Force

SHORT TERM
Process & Approach

Traditionally, the word *strategy* is defined as “how to beat the competition.”

In a world of ever-expanding means for connecting individuals and information, the AIA is in 'competition' with both current and future alternatives available to architects to access information, ideas, and each other.

*Innovation* is 'something new that provides value.' The innovation process is a means to discover ways to stay relevant and address competitive threats.

AIA Strategic Council

Practical Guide to Strategic Council Innovation

The 2017 Innovation Cycle
Innovation Cycle Process Tools

Innovation portfolio of resourced projects → Project Briefs → Inventory of resourced projects, inactive ideas, and historic data
# Stages of the Innovation Cycle

<table>
<thead>
<tr>
<th>Stage 0</th>
<th>Issues Scan</th>
<th>The Strategic Council scans the current and projected landscape of architecture and the profession to generate a prioritized list with summary research of emerging issues for architects to present to the board and membership.</th>
</tr>
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<tr>
<td>Stage 1</td>
<td>Ideas</td>
<td>The Strategic Council develops a list of innovative ideas (programs, services, initiatives, research, etc.) that could position the AIA at the leading edge of these emerging issues and forms working groups to carry priority ideas forward.</td>
</tr>
<tr>
<td>Stage 2</td>
<td>Concepts Prototypes</td>
<td>The Strategic Council working groups build out concepts and prototypes of the priority ideas, test and refine those ideas with robust research, analysis, and feedback and select key findings to present to the board.</td>
</tr>
</tbody>
</table>
### 2017 Strategic Council Innovation Portfolio

<table>
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<tr>
<th>Stage 0</th>
<th>Stage 1</th>
<th>Stage 2</th>
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<tr>
<td>National Leadership Development Program</td>
<td>Innovative Business Models</td>
<td>Local Office City Architect Initiative</td>
</tr>
<tr>
<td>Local Think Tanks</td>
<td>Emerging Technologies</td>
<td>Architecture Quality Index</td>
</tr>
<tr>
<td>Architects as Candidates for Elected Office</td>
<td>Life Cycle of an Architect</td>
<td>Communication, Advocacy, and Policy of the New Urban Agenda</td>
</tr>
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<td></td>
<td>Public Valuation of Architecture</td>
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Additional Considerations

From AIA Board (February 2017)

How can the Institute optimize the contributions of its components in pursuing education, information and advocacy objectives?

How can the AIA help architects to elevate and innovate business models that are relevant to emerging market conditions?

What can we do to support the entire lifecycle of an architect?

How can the AIA help architects to apply technology, big data, and the internet of everything to advance business aims?

How can we educate the public about the importance of design to society?

What can we do to bolster the AIA’s reputation for relevance and value to members?

How do architects and the AIA become leaders in sustainability?

What must we do to build a pool of future leaders of the Institute and the profession?

How can we increase our agility as an organization?

What actions can we take to reinforce member engagement?
Innovative Business Models

How can the AIA help architects to elevate and innovate business models that are relevant to emerging market conditions?

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

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.

Are architects afraid of innovation?

by the AIA Strategic Council’s Innovative Business Models Working Group, September 7, 2017
Emerging Technologies

THE CHALLENGE
We will examine how ever-changing procedures and processes impact how we practice, how we build, and how the public and our clients experience the built environment.

THE PROJECT GOAL
Envision the future of emerging technology and how it impacts the built environment, and how we can advance/position the AIA so it is immersed in the discussion of addressing related, ever-changing needs.

How can the AIA help architects to apply technology, big data, and the internet of everything to advance business aims?
Lifecycle of an Architect

THE CHALLENGE
To comprehensively evaluate the available support and programming for all stages of an architect's lifecycle (K-12 students, emerging professionals, middle-career architects, alternative career architects, leadership, senior architects, and emeritus members) in order to identify any gaps for further analysis and improvement.

THE PROJECT GOAL
Through interviews, surveys and meta-analysis, we aim to evaluate the current state of support and programming at the varying stages throughout the lifecycle of an architect following either a traditional or alternative career path. Through the research and evaluation process we can identify where support or programming may be lacking for certain architect lifecycle levels and architect groups. Our findings can further be used by the Institute to take a deeper dive and develop a better understanding if further analysis is needed and/or if actions need to be taken to reevaluate targeted support or programming to fill in the gaps.

What can we do to support the entire lifecycle of an architect?
Public Valuation of Architecture

**THE CHALLENGE**
Beyond simply increasing the awareness of Architects and Architecture there is a need to increase the perceived value of architects and architecture.

**THE PROJECT GOAL**
Develop strategies that increase the general public’s interest and understanding of the role of architects and architecture in improving the quality of life for all citizens.

How can we educate the public about the importance of design to society?
Local City Architect Initiative

Convener:
Ric. Abramson, FAIA

Members:
Matthew Johnson, AIA
Patrick Pantea, AIA

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.

THE PROJECT GOAL
Political influence relates directly to leadership, advocacy, and sharing expertise from within. Therefore, fostering the creation or re-establishment of City Architect offices within local governments will reassert architects’ historic primacy in marking cities.

What can we do to bolster the AIA’s reputation for relevance and value to members?
Local City Architect Initiative

Increasing architect’s political influence at the local level

Cities have lost the benefits of an independent voice of the City Architect over recent decades.

Only 18 of the top 100 most populated cities have architectural expertise on Staff. Only a handful are independent City Architects outside of the influence of engineering/public works, city planning, etc.

Increasingly complex, sustainable land use and smart growth interests in urban areas need design thinking expertise from within.

Initiative reinvigorates “trusted advisor” role and repositions City Architect for 21st century

City Architect structure and individual roles can be scalable to better serve more diverse range of towns, cities and municipalities. Range can span from contract City Architects to a small City Architect Studio to a full Office of the City Architect.
Architecture Quality Index

Conveners:
Ric Abramson, FAIA
Jaime Sobrino, AIA

Members:
Rich Cannell, FAIA
Patrick Panetta, AIA

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.

THE PROJECT GOAL
Develop an architectural quality “index” value in an open and accessible way to the public in order to reframe the value proposition of architecture. Identify and integrate the variables of the 21st century that can recalibrate the question in terms of building performance, site responsiveness, health + wellness, and socio-economics of design.
Architecture Quality Index

Garnering Greater Economic Influence by Communicating the Value of Design

The value of architectural design and design thinking are being determined by others. Real influence comes about through defining value and conveying why it is important.

WHAT IS THE AQI?
- Resilient-based index prototype focused on measuring and communicating the value of design
- Tool for AIA to provide guidance on the value of design and importance of AIA architects to the industry and public.
- Intended to be a companion with other initiatives, programs, and organizations.
- Functions as a resource for homeowners, lenders, appraisers, developers, building owners, preservationists, potential users of space, and AIA.
- Educational instrument that communicates the value and benefits of design thinking.
- Reinforce the American Institute of Architects as a trustworthy and reliable source regarding the value of architecture.

EVALUATION CRITERIA

Organizations currently measuring value: ASCE, AIA, BOMA, AIA Sustainable Communities, IIDA, ASHRAE, LEED, Greenstar, AIA Work Group

Organizations currently ascribing value: AIA Work Group

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EVALUATION CRITERIA

Organizations currently ascribing value: AIA Work Group
How do architects and the AIA become leaders in sustainability?

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 consistencies (external to our profession - mayors, financial institutions, etc.) about the NUA and how it can positively effect change and shape our communities?

THE PROJECT GOAL
As a result of research in prototype communities, 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.)
CAPNUA

Communication, Advocacy, and Policy of the New Urban Agenda

2017 Pilots

Columbus ○ Honolulu ○ Indianapolis ○ Omaha ○ Miami ○ San Antonio ○ San Diego ○ Sante Fe
Contact

StrategicCouncil@aia.org

Jason Winters, AIA
2017 AIA Strategic Council Moderator
jwinters@kezlo.com