



AIA New England Regional Council

AIA STRATEGIC COUNCIL REPRESENTATIVE REPORT

June 6, 2018

Rich Connell, FAIA, Class of 2018

- I. Since Last AIA New England Board Meeting on March 8, 2018:
 - A. Council Assembly at Grassroots, San Diego (March 11-12, 2018)
 1. During its assembly, the Strategic Council:
 - a. Conducted a series of design thinking exercises facilitated by IBM iX intended to build an understanding of design thinking as a problem-solving approach, assist the work groups with generating a prioritized set of ideas to pursue, and developing an initial plan of how to pursue those prioritized ideas;
 - b. Briefed on the 2017 Member Needs Assessment Survey results;
 - c. Approved a job description for Strategic Council regional representatives, subject to revisions discussed at this assembly;
 - d. Received updates from the Best Practices committee and Strategic Planning committee chairs;
 - e. Received an overview from President Carl Elefante, FAIA, on the Board and senior management's response letter to the Council's 2017 work, and communication efforts being made this year; and
 - f. Discussed the idea register process and next steps for the 2018 work groups.
 - g. Data collection from recent graduates from both accredited and non-accredited programs, to better understand how they envision their career paths to better understand the needs of our newest members.
 2. 2018 Study Groups:
 - a. **Innovative Business Models:** Over the next 10-20-30 years, how might the AIA better position architects to be successful with evolving practice models and culture?
 - b. **City Architect Initiative:** The AIA fosters livable, resilient, and diverse communities by promoting the value of architects on city staff.

- c. **Aging Boomer Architects:** How might the AIA leverage the experienced professional brain trust to shift the engagement from “What the AIA does for me” to “What can I do for the profession through the AIA”?
- d. **Transformation of Architecture Education:** How might the AIA transform professional architecture education for students so that they can adapt to rapidly changing society?
- e. **Virtual Reality:** How can the AIA engage designers and connect them with tools to change the world?
- f. **Targeted Public Awareness of Architects’ Contributions:** How can the AIA increase engagement, create connections, and nurture advocates that demand good architecture?
- g. **Changes to Society Which Necessitate a Strategic Response:** How might the AIA develop and deliver platforms to empower architects to address societal changes? How can the AIA help architects to apply technology, big data, and the internet of everything to advance business and professional aims?
- h. **Professional Development:** Invest in professional development and personal growth. Principles: Innovative, Fulfilling, Distinguished, Empowering, Enhanced, Building.
- i. **Membership Awareness & Collaboration:** The AIA generates organic engagement that connects members in meaningful ways.
- j. **Forecast Knowledge:** How might the AIA better identify, predict, communicate and address trends that will affect the practice of architecture? **(I am the Convener of this group.)**

B. Council Assembly Webinar (May 23, 2018)

1. Center for Practice Update: The Center for Practice is a coordinating structure for member engagement and resources that communicate AIA’s value proposition for firms. Its mission is to facilitate easy and effective access to and integration of relevant AIA resources and services to enable its members’ practices to thrive.
2. Approval of At-large Representative Job Description: At its March 11-12 assembly, the Strategic Council approved a job description for Strategic Council Regional Representatives and recommended that the Best Practices Committee develop a similar job description for the At-large Representative to the Strategic Council position.
3. Management Update: EVP/Chief Executive Officer Robert A. Ivy, FAIA gave an update on progress internally and externally as it relates to the management of the Institute.

4. Strategic Council Moderator Jaime Sobrino, AIA, and First Vice President/President-elect William Bates, FAIA, gave an update on the Board's recent discussion on the Council work group topics at the Board's meeting in April. Moderator Sobrino also reviewed the Council's reporting tools, and upcoming engagement opportunities at the Conference on Architecture 2018.

II. Upcoming Activities

- A. AIA Conference on Architecture (June 20-23, 2018); New York City
- B. Strategic Council Assembly (July 14, 2018); Madison, WI

Attachment: Strategic Council Handbook (Updated April 2018) with Job Description for Strategic Council Regional Representatives



Strategic Council Handbook

Revised April 2018

AIA Strategic Council

The Strategic Council advances the architecture profession by informing the Board and other Institute bodies about important professional issues and opportunities. Although it's not a governing body of AIA, the Council's work is vital to AIA's ability to serve the profession.

Section 6.5 of the Institute Bylaws defines the Council's mission, responsibilities, and composition. Although this handbook provides valuable information, we encourage you to read the [Bylaws](#) for a comprehensive description of the Council's role.



**AIA Strategic
Council**

The Council Is...	The Council Isn't...
Informed by research, investigation, and discovery	Informed by speculation, assumption, or hearsay
Externally looking	Internally focused
Transparent	Opaque
Collectively sharing views, ideas, and experiences	Insular, working in silos
Visionary	Myopic
Innovative and strategic	Customary and risk-averse
Intended for design-thinking leadership	Intended as a "lifetime achievement award"
Diverse	Homogeneous
Creative design thinking in action	Logistical planning
Focused and agile	Regulatory and bureaucratic
Listening	Proclaiming
Advising/recommending	Resolving/voting
Flexible	Rigid

Role of Councilors

Council members or “Councilors” provide a much-needed link to their constituencies and to AIA members in general, seeking input and communicating Council actions. In this way, they identify issues that are most relevant to the architecture profession and society. Councilors whose actions support and promote AIA’s mission, vision, strategic plan, and policies will advance the overall interests of AIA and its members.

The Council approaches its tasks with an emphasis on an outward and forward-focused vision. In this spirit, the Council focuses on long-term goals and outcomes of AIA’s work rather than administrative or programmatic efforts to achieve those goals.

The Council acts in alignment with AIA’s mission and vision:

AIA mission

AIA is the voice of the architectural profession
and a resource for its member in service to society.

AIA vision

The American Institute of Architects:
Driving positive change through the power of design.

The Council also aligns with the AIA’s [Statement of Values](#):

We stand for equity and human rights.

Access to good design is a fundamental right, and architects are the agents of change to make this right a reality. We stand for human and civil rights, the universal respect for human dignity, and the unbiased treatment of all persons in employment, civic, and business transactions regardless of race, gender, sexual orientation, gender identity, physical abilities, or religious practices. Our commitment to tolerance is evidenced not just by the policies we adopt, but in the words we speak, the actions we take, and the buildings we design.

This is why we advocate for protecting and expanding laws that reflect these values, such as fair housing policies, civil rights protections, and accessibility to the built environment for all.

We stand for architecture that strengthens our communities.

Infrastructure is more than roads and bridges. It is the public buildings that are the bedrock of our communities—like schools, hospitals, libraries, police and fire stations, parks, and government buildings. For too long, policymakers allowed these spaces to deteriorate, reducing safety and diminishing the quality of life for millions across the nation. Architects are uniquely positioned to guide policymakers to make informed decisions about reinvesting in our communities’ essential buildings and spaces. That is why we advocate for policies that invest in well-designed civic infrastructure.

We stand for a sustainable future.

At a time when the world is feeling the damaging effects of excessive carbon in our atmosphere, AIA will continue to advocate for policies that protect the environment by encouraging the design, preservation, and construction of high-performing buildings. Reducing the carbon footprint of buildings is not just good for the environment; it's good for business. According to a 2015 study, from 2011 to 2014, the green construction market generated \$167.4 billion in GDP, supported over 2.1 million jobs and provided \$147.7 billion in labor earnings. That is why we advocate for policies that lead to energy efficient, carbon neutral buildings.

We stand for protecting communities from the impact of climate change.

Global warming and man-made hazards pose an increasing threat to the safety of the public and the vitality of our nation. Rising sea levels and devastating natural disasters result in unacceptable losses of life and property. Resilient and adaptable buildings are a community's first line of defense against disasters and changing conditions of life and property. That is why we advocate for robust building codes and policies that make our communities more resilient.

We stand for economic opportunity.

Architects, the backbone of the nation's design and construction industry, are entrepreneurs and small businesses. Working in offices, storefronts, and home offices in every community, design firms do more than simply create great spaces: They create well-paying jobs and opportunity. But with narrow profit margins and increasing costs of running a firm, many struggle just to meet their business plans.

We stand for federal policies that help firms thrive, not hold them back.

That means a tax code that treats architects fairly, small business programs that provide loans and financing support, and programs that give small firms the chance to compete. That is why AIA advocates for policies that ensure small firms remain strong contributors to the nation's economy.

We stand for investing in the future.

A generation of young people is being held back by a lack of access to education and the crushing burden of student debt. Nowhere is this truer than in architecture, where recent graduates are often forced to leave the profession to pay down student loans. Without a pool of qualified architects to design buildings, projects will not move forward, stifling economic development. That is why AIA advocates for policies that provide better access and financing for young people to enter and remain in the profession of architecture.

We speak up, and policymakers listen.

Together, AIA members carry a powerful voice for the values they uphold in their practices each and every day. As natural facilitators and problem-solvers, architects stand ready to develop new policies that create a better, stronger, and more equitable and sustainable society. Through a culture of values-based advocacy, AIA members are committed to engaging in the policy-making process and to focus the power of design on solving the challenges facing our great nation.

Composition

The Council Moderator, elected by the members of the Council, facilitates Council Assemblies and serves as the main connection point between the Council and the Board. The Moderator ensures deliberations at Assemblies are timely, fair, orderly, thorough, efficient, and directed. The Moderator's term is one year.

In addition to the Moderator, other [members of the Council](#) are:

- current AIA officers: President, First Vice President, Secretary, and Treasurer, each serving terms concurrent with their office;
- the immediate Past President, who serves for one year;
- Regional Representatives from the Institute's 19 regions whose terms are three years;
- At-large Representatives who are elected by the Council each year for staggered two-year terms (up to five member or non-member representatives) who reflect the diversity and broader interests of the profession;
- an Associate Representative who is selected by Associate members and serves a one-year term;
- a Student Representative who is selected by the Board of the American Institute of Architecture Students and serves a one-year term;
- a CACE Representative who is selected by the members of The Council of Architectural Component Executives and serves a one-year term; and,
- 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. These representatives serve one-year terms. The maximum Council size is 60 members.

Unless otherwise specified, each representative's term of office begins at the adjournment of the annual meeting of the Board (in December).

If a Council member is selected to serve on the AIA Board of Directors, that person's service on the Strategic Council will conclude when Board service begins. If there is a vacancy in any Strategic Council office before the member in that office has completed his or her term, those who selected that member shall select a successor to serve out the term.

Any representative may be removed with or without cause by those entitled to elect the representative to office.

Should a Council member accept employment with AIA, the member will immediately resign from the Council.

**Job Description
for Regional
Representatives****The council**

The Strategic Council advances the profession by informing the Board of Directors and other Institute bodies of important professional issues and opportunities. The Council is charged with surveying the profession to identify opportunities and threats, and engaging in strategic planning to inform the goals, objectives and strategies of AIA. The Council was instrumental in the preparation of the AIA 2016-2020 Strategic Plan, approved by the Board of Directors.

The Strategic Council is tasked with ideation/research/generative thought-based activities. It is an outward-focused, forward-thinking, and member-centric group.

The role of a strategic councilor

Much of the Council's activity throughout the year is considered "blue-sky" thinking - searching for new ideas and solutions to relevant topical subject matter facing the profession. In this capacity, there is an element of futurist thinking as well. Collaborations entail visionary thought and ideation, deliberations, prototyping of ideas, and consensus building. The Council develops ideas to inform future needs or opportunities for the profession, and presents those ideas to the AIA Board for consideration, alignment, and potentially, its support.

Those seeking election to the Council as representatives from their regions are encouraged to be innovative and open-minded and have experience in ideation; be strong communicators and connect with their constituents; and embody a collaborative, partnering spirit.

Regional Representatives to the AIA Strategic Council are elected through their respective regions to serve a three-year term. (Other Councilors serve one- or two-year terms, depending on their position.)

The commitment

Councilors are required to be energetic and able to provide significant volunteer hours per week.

The Council meets face-to-face at least twice a year, in addition to teleconferences. Council meetings are known as "Assemblies." AIA funds attendance at these Assemblies and events outside of the regional travel funding (see below).

Sample Assembly Schedule:

December

Orientation and meetings with Board and Council during Governance Week in Washington, DC (generally the first week of December)

March

Grassroots Leadership Conference (generally in March)

In addition to the Assemblies noted above, Councilors attend the AIA Conference on Architecture (AIA Convention), and a summer Work Group session (see below).

The Council's structure also includes a variety of standing committees (Steering, Strategic Planning, and Best Practices), to which Councilors are assigned on an annual basis. Councilors may also be appointed to an AIA Board Committee (see below).

Work Groups

Council members are required to participate in a Work Group which studies issues deemed relevant by the Council at that time. Work Groups generally meet via hour-long teleconferences once a month, as well as at the Council's scheduled face-to-face meetings. The Work Group selects one or more members of the group to serve as a convener/leader, who is responsible for reporting for the group and coordination with the moderator and the other Work Groups.

AIA Board Committees

Councilors may also be appointed to AIA Board Committees (Equity and the Future of Architecture, Finance and Audit, Government Advocacy, Knowledge, Public Outreach, or Secretary's Advisory). These committees meet in Washington, DC, in February, and may have another face-to-face meeting as well as monthly teleconferences.

Other Opportunities

Councilors may be asked to serve on task forces to work on a specific and short-term project such as organizing for an event or upcoming meeting, or dealing with a timely issue.

Specific Roles of Regional Representatives

Regional Representatives are encouraged to attend component meetings within their region, to engage with membership, solicit input on relevant issues and understanding current concerns. In addition, these engagements are opportunities for Councilors to report to members on the activities and progress of the Council.

Each region may have additional requirements for its regional representatives (for example, those from single state regions may be required to attend the Large States meetings).

AIA provides a regional travel stipend that varies by region. Regional travel funding should only be used for travel expenses incurred for attendance at the region's annual meeting and/or statewide component meetings within your region.

Interested in serving on the Council?

Supportive of AIA values promoting social equity, and inclusion, the Council strives to include (and encourages regions to consider as they elect future representatives) a diverse array of men and women who represent a variety of ethnicities, and practice, and includes both small and large firm practitioners, educators, component (CACE) representatives, students, young architects, and other individuals brought on to the Council as deemed necessary to best carry out the Council's mission.

Reference: aia.org/leadership

**Job Description
for the At-large
Representatives****The council**

The Strategic Council advances the profession by informing the Board of Directors and other Institute bodies of important professional issues and opportunities. The Council is charged with surveying the profession to identify opportunities and threats, and engaging in strategic planning to inform the goals, objectives and strategies of AIA. The Council was instrumental in the preparation of the AIA 2016-2020 Strategic Plan, approved by the Board of Directors.

The Strategic Council is tasked with ideation/research/generative thought-based activities. It is an outward-focused, forward-thinking, and member-centric group.

The role of a strategic councilor

Much of the Council's activity throughout the year is considered "blue-sky" thinking – searching for new ideas and solutions to relevant topical subject matter facing the profession. In this capacity, there is an element of futurist thinking as well. Collaborations entail visionary thought and ideation, deliberations, prototyping of ideas, and consensus building. The Council develops ideas to inform future needs or opportunities for the profession, and presents those ideas to the AIA Board for consideration, alignment, and potentially, its support.

At-large representatives to the strategic council

Section 6.513 of the Institute Bylaws states:

Each year, the Strategic Council shall elect as many as five representatives (who need not be members of the Institute) to reflect the diversity and broader interests of the profession. The Strategic Council shall elect these representatives to serve staggered terms of two years.

Those seeking election to the Council as At-large Representatives are encouraged to be innovative and open-minded and have experience in ideation; be strong communicators and connect with their constituents; and embody a collaborative, partnering spirit.

The Council is especially interested in candidates who bring or offer a unique skill set, background, or experience that will complement that of the Regional Representatives.

The commitment

Councilors are required to be energetic and able to provide significant volunteer hours per week.

The Council meets face-to-face at least twice a year, in addition to teleconferences. Council meetings are known as "Assemblies." AIA funds attendance at these Assemblies and certain other events (see below) as a part of a designated travel stipend."

Sample Assembly Schedule:

December

Orientation and meetings with Board and Council during Governance Week in Washington, DC (generally the first week of December)

March

Grassroots Leadership Conference (generally in March)

In addition to the Assemblies noted above, Councilors attend the AIA Conference on Architecture (and the annual meeting of the Institute thereat), and a summer Work Group session (see below).

The Council's structure also includes a variety of standing committees (Steering, Strategic Planning, and Best Practices), to which Councilors are assigned on an annual basis. Councilors may also be appointed to an AIA Board Committee (see below).

Work Groups

Council members are required to participate in a Work Group which studies issues deemed relevant by the Council at that time. Work Groups generally meet via hour-long teleconferences once a month, as well as at the Council's scheduled face-to-face meetings. The Work Group selects one or more members of the group to serve as a convener/leader, who is responsible for reporting for the group and coordination with the moderator and the other Work Groups.

AIA Board Committees

Councilors may also be appointed to AIA Board Committees (Equity and the Future of Architecture, Finance and Audit, Government Advocacy, Knowledge, Public Outreach, or Secretary's Advisory). These committees meet in Washington, DC, in February, and may have another face-to-face meeting as well as monthly teleconferences.

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Councilors may be asked to serve on task forces to work on a specific and short-term project such as organizing for an event or upcoming meeting, or dealing with a timely issue.

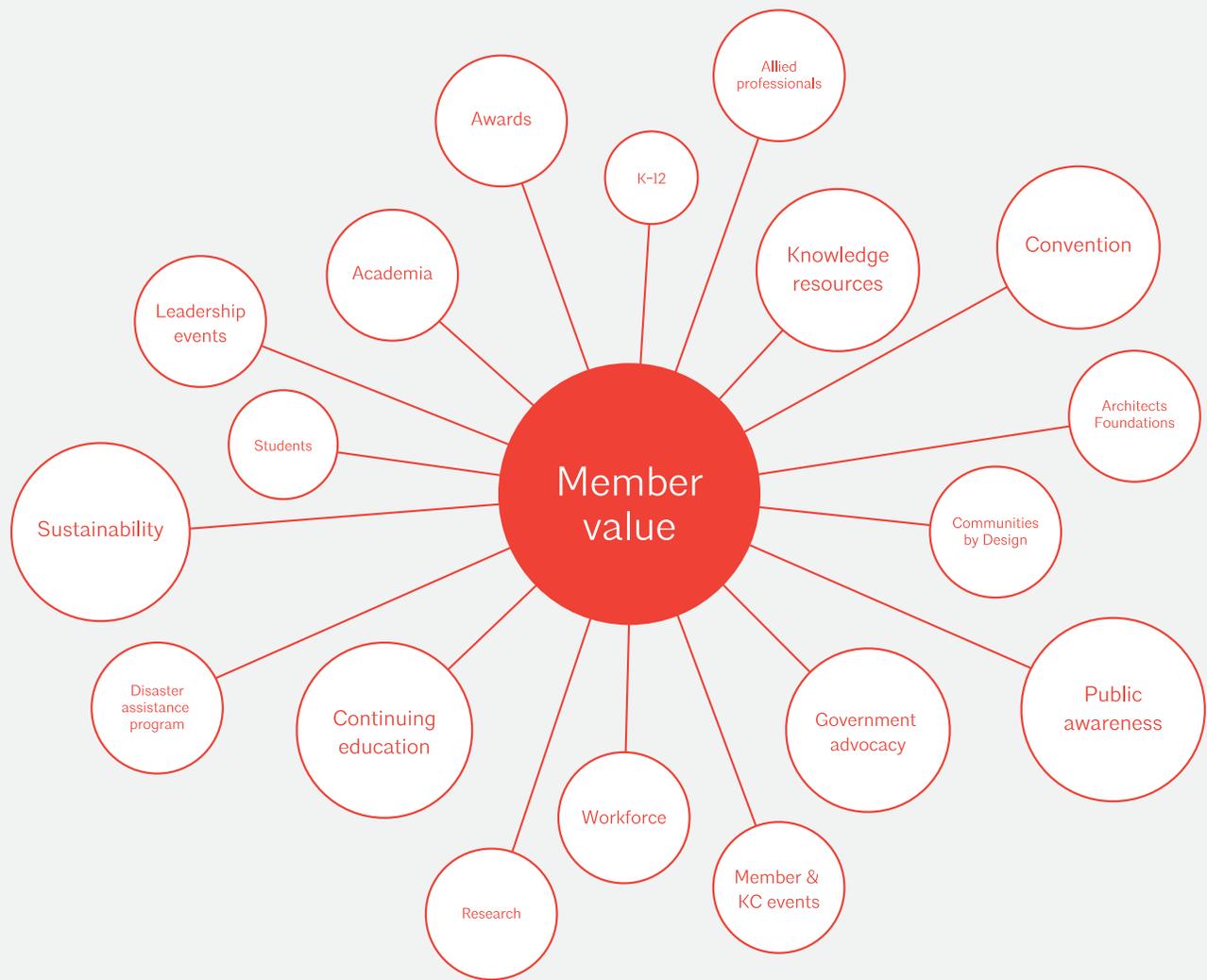
Interested in serving on the Council?

Supportive of AIA values promoting social equity, and inclusion, the Council strives to include (and encourages regions to consider as they elect future representatives) a diverse array of individuals who represent a variety of ethnicities and practice types, and comprises both small and large firm practitioners, educators, component (CACE) representatives, students, young architects, and other individuals brought on to the Council as deemed necessary to best carry out the Council's mission.

Reference aia.org/leadership

AIA at-a-glance

Thirteen architects met in the New York office of architect Richard Upjohn in 1857. That was the beginning of AIA. Today, we provide more than 87,000 members the community, advocacy, and knowledge to design a better world. And at the center of everything we do is member value.



Conduct

The Council expects ethical and businesslike conduct of itself and its members. Council members must avoid any conflict of interest with respect to responsibilities as Council members and are required to sign the AIA Conflict of Interest Policy each year of their term. Any conflict in responsibilities—including responsibilities to advocacy or interest groups or membership on other boards or staffs—must be resolved in the favor of AIA members. Member interests should take precedence over any Council member’s individual consumption of organization services.

Council members may not speak for AIA or the Council unless expressly authorized by the Council and the AIA President. When speaking on their own behalf to the press, public, or other entities, Council members are expected to exhibit and communicate the values and perspectives of the Council’s actions as a whole.

Engaging members locally

Councilors are expected to regularly meet (in person, via telephone, etc.) with their constituencies to gather input and feedback on Council activities.

In addition to the general feedback loop with their constituency, Councilors may choose to establish their own personal advisory group or “cabinet” whose purpose is to offer insight and feedback on AIA issues as offered by the Board or Council, the profession, and society. Cabinet members should provide diversity of thought and perspective to Councilors. Councilors also may select Cabinet members whom they’d like to nurture as a future leader.

Engaging with AIA staff

While they work closely with AIA staff, individual Council members may not attempt to exercise individual authority over AIA’s EVP/Chief Executive Officer or other AIA employees.

Assemblies

The Council meets in gatherings called “Assemblies.” The calendar for the Assemblies is published in the fall of the previous year and includes face-to-face meetings (generally, two in-person Assemblies each year), as well as webinars.

Assemblies are used to conduct brainstorming and visioning sessions and to discuss progress against issues identified at the beginning of the year. The Steering Committee notifies Council members of upcoming Assemblies two weeks before the scheduled date and shares pertinent details including time, place, and, purpose of the Assembly. The Steering Committee also prepares the agenda and the record of the Assembly.

Assemblies are characterized by openness, interaction, and collaboration. Councilors shall be prepared to attend all Assemblies and participate fully. Issues shall be taken up only through the Council acting as a whole. Decisions made shall be accepted and supported fully. Council deliberations should be considered confidential unless otherwise noted.

In addition to Assemblies, the Council also may gather to conduct structural work via webinar or conference call. While non-Assembly meetings may involve more reporting than interaction, they provide opportunities for Councilors to voice their concerns and ideas between Assemblies.

A majority of the entire voting membership of the Council constitutes a quorum for the transaction of business. Every action of the Strategic Council shall be by a majority vote of those present and voting at an Assembly unless otherwise required by the Bylaws. The Council may take action without meeting if all Council members consent to the action in writing.

After each Assembly, a written record is prepared and includes Councilors in attendance and actions taken. At the discretion of the Steering Committee or the Council, reports and other documents considered at an Assembly may be included. The Steering Committee will review the record of each Assembly, and the Council will approve the record at its next regular Assembly.

Committees

There are generally three Council committees: Steering, Best Practices, and Strategic Planning. In accordance with the Bylaws and subject to Board approval, the Council may form committees as it finds appropriate or necessary. The following principles apply to committees established by the Council (including task forces, think tanks, and task groups):

- Council committees may not speak or act for the Council except when formally given such authority for specific and time-limited purposes.
- Committees ordinarily assist the Council by preparing alternatives and examining implications for Council deliberation.
- Council committees are to avoid over-identification with organizational parts rather than the whole.
- Council committees cannot exercise authority over staff.

Steering Committee

The Steering Committee organizes and prepares agendas for Council Assemblies. It's also responsible for helping to ensure the appropriate diversity, knowledge, skills, and abilities are present on the Council (including At-large Representatives).

Composition of the Steering Committee is at the discretion of the Moderator but generally includes a representative from each class, Council Committee chairs, and the First Vice President/President-elect.

Best Practices Committee

The Best Practices Committee recommends procedures and processes by which the Strategic Council will conduct its business. Additionally, the Best Practices Committee presides over Council elections, reviews Council processes, and recommends process changes, as appropriate.

The Best Practices Committee also will conduct an annual evaluation of the Council's work and make recommendations to the Council for its continuous improvement.

Strategic Planning Committee

On a regular cycle (generally, five years), the Council reviews the current [Strategic Plan](#) and solicits feedback to develop the next iteration. The Strategic Planning Committee coordinates the Council's role in the strategic planning process. The committee also reviews the work of the Council for alignment with the Strategic Plan during non-planning years.

Other appointments & assignments

In addition to the Council Committees, work groups have been formed to focus on issues relevant to the profession (and as may be requested by the Board). Throughout the year, the work groups may be developing short-, medium-, and long-term recommendations to the Council and the Board on those issues.

Council members may be appointed to one of the Board's committees or advisory groups (Finance and Audit, Government Advocacy, Knowledge, Public Outreach, or Secretary's Advisory), to juries, or to task forces throughout the year. Time commitments for each assignment depend on the group's charge and funding.

Evolution of a Councilor

In their first year on the Council, all Councilors are new to the experience, have a lot of energy, and offer a fresh perspective. The Council benefits from their input as they begin to engage in support and leadership of working groups. In the second year of their term, most Councilors have begun to align with targeted interest areas. The AIA Strategic Plan defines the organization's strategic initiatives (Knowledge, Prosperity, Sustainability, and Workforce), and most Councilors will find a natural affinity within this structure. Regional representatives serve an additional third year of service, during which they may assume a position of advisor and leader of the Council as a result of their tenure. These individuals have gathered wisdom and can be very helpful mentoring new Councilors.

Aligning Council activities with the strategic planning cycle

One of the primary roles of the Strategic Council is to prepare the Strategic Plan for the Institute. This five-year plan guides the organization and focuses energy towards specific goals and initiatives. There is a cycle of engagement, with the first few years of the plan centered on implementation, and the last few years transitioning towards reflection, analysis, and change.

Aligning Councilors with the strategic initiatives

Given the affinity to connect with one's peer group, Councilors may benefit from a focused alignment with a strategic initiative in their first year on the Council. This alignment would inform working groups as well as committee appointments. During the second year of engagement, Councilors would grow in their sphere of influence regarding their affinity area, rising to link these initiatives to national prominence. In the third year of engagement, Councilors may champion efforts surrounding their chosen strategic initiative.

Classes

For ease of reference, Councilors are identified by class—the year most of its members will retire from the Council. (For example, Regional Representatives whose terms begin in December 2017 are the members of the Class of 2020, even if their terms end prior to that).

Classes do not have any authority separate from the Council as a whole, but they may gather via conference call from time to time to share information on work groups and other assignments and to provide feedback to the Steering Committee on matters of interest.

Each year, retiring Councilors will have an opportunity to briefly address their colleagues during the week of the final Assembly, where the retiring Councilor is conferred the Louise Blanchard Bethune Fellowship Medal to recognize their service to AIA and their continued commitment to AIA's mission.

Class of 2018

Ric. Abramson, FAIA
 Illya Azaroff, AIA
 Richard T. Connell, FAIA
 Sandra L. Dickenson, AIA Member Emeritus
 Timothy C. Hawk, FAIA
 Donna J. Kacmar, FAIA
 Kristina Kotlier, Assoc. AIA
 Mark L. Levine, FAIA
 Steven W. Miller, FAIA
 Jack R. Morgan, AIA
 Sherryl Muriente, Assoc. AIA
 Patrick P. Panetta, AIA
 Jonathan D. Penndorf, FAIA
 Jaime E. Sobrino, AIA
 James A. Walbridge, AIA

Class of 2019

Philip J. Bona, AIA
 Janis Brackett, AIA
 J. Scott Busby, AIA
 Keshika De Saram, Assoc. AIA, AIAS
 Michael L. Elliott, AIA
 Jeffrey S. Ferweda, AIA
 Brian J. Frickie, AIA
 Kelly M. Hayes McAlonie, FAIA
 Darren C. Heine, AIA
 David L. Huotari, AIA
 Judy L. Johnson, AIA
 Matthew C. Johnson, AIA
 Heather Baugus Koury, Hon. AIA
 Michael D. Lingerfelt, FAIA, LEED AP
 Yu-Ngok Lo, AIA
 Richard C. Master, FAIA
 Luke E. McCary, AIA
 Ross J. Miller, Assoc. AIA
 Bruce D. Turner, AIA
 Laura Weiss, Assoc. AIA

Class of 2020

Roderick Ashley, FAIA
 Nathan R. Butler, FAIA
 Elizabeth del Monte, FAIA
 Michael L. Elliott, AIA
 Ryan J. Gann, Assoc. AIA
 Elizabeth A. Gibbons, AIA
 Nathaniel Hudson, AIA
 Jana S. Itzen, AIA
 Brynnemarie T. Lanciotti, AIA
 Thomas A. Liebel, FAIA
 Laura A. Lesniewski, AIA
 Amelia Rosen
 Cathy S. Rosset
 Michael Skolnick, AIA
 Belinda J. Stewart, FAIA
 Jeffrey C. Stivers, AIA
 Katherine M. Wilson, AIA

**Funding to attend
AIA meetings**

AIA funds Councilors' attendance at Assemblies and select national AIA conferences.

Grassroots

Councilors attend the Grassroots Leadership Conference as AIA leaders and may be asked to serve as workshop facilitators or in other similar roles.

Conference on Architecture/Annual Meeting

Councilors serve as voting delegates-at-large at AIA's annual business meeting. In addition, the Strategic Council as a whole has the authority to sponsor resolutions at the annual meeting.

In addition, there may be additional funding provided in the annual operating budget for travel to meet with a Councilor's constituency.



Thank you for your interest in the AIA Strategic Council.
Please contact StrategicCouncil@aia.org with any questions or comments.