Demystifying the AIA Strategic Council
Mission

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 the AIA.
Council Composition: 19 Regions

- 69% Regional Representatives
- 8% Board Members
- 2% Student
- 2% CACE
- 2% Past President
- 2% Associate
- 13% Directors
Council Committee Structure

Council Classes

Committees:
- Steering
- Best Practices / Rules / Communications
- Strategic Planning
How We Connect

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
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
AIA Strategic Plan

In its first year, this resulted in the AIA 2016-2020 Strategic Plan.

To ensure the continued relevance of the strategic plan, the Council forms small groups to explore topics based on the Institute’s strategic objectives and developing recommendations for the Board’s consideration.
AIA Strategic Plan – 6 Strategic Initiatives

• Knowledge
• Prosperity
• Sustainability

• Workforce
• Influence
• AIA Excellence
Tools and Techniques

- Ideation
- Engagement Outside of Council
- Gap Analysis – What’s Missing?
- Collaboration with Other AIA bodies
- Research
- Prototyping
- Feedback
- Validation / Polling
Typical Study Group Work Flow

**Governance Week**
- Ideation
- Workgroups Prioritization

**Development**
- Work group calls
- Develop prototype

**GRASSROOTS**
- Present prototype
- Membership Feedback

**Development**
- Present prototype
- Membership Feedback

**A’18**
- Refine prototype concept

**Work Groups Meeting**
- Refine prototype concept

**BOARD MEETING**
- Present prototype to Board
Considerations for Process

Innovative
Continuous
Repeatable
Communicative
Malleable
Time Insensitive
Open System
Intuitive
2018 Study Groups

Awareness and Organic Engagement

Find innovative ways to increase awareness of AIA resources/programs and to create organic engagement that connects members in meaningful ways.

Belinda Stewart, FAIA  Donna Kacmar, FAIA
(Convener)  Thomas Vonier, FAIA
Josh Flowers, FAIA  Rob Walker, AIA

Forecast Knowledge

How might AIA better identify, predict, communicate, and address trends that will affect the practice of architecture?

Richard T. Connell, FAIA  Betsy del Monte, FAIA
(Convener)  Thomas Liebel, FAIA
Janis Brackett, AIA
2018 Study Groups

Innovative Business Models

The 21st-century architect will have savvy business acumen, allowing them to continuously adapt to progressive and disruptive market forces in innovative ways as to make their services indispensable to the clients they serve, and so be the first and most knowledgeable resource.

Bruce Turner, AIA (Convener)  Darren Heine, AIA
Michael Elliott, AIA  Bruce Sekanick, FAIA
Jeffrey Ferweda, AIA  Michael Skolnick, AIA

Professional Development

Create better, more well-rounded architects at all career stages, who are comfortable with the skills required to run a successful business. Create a path for emerging professionals to be successful in non-design aspects of business and encourage professional development within and for firms.

Brian Frickie, AIA (Convener)  Michael Lejong, AIA  Jeffrey Stivers, FAIA
Steven Miller, FAIA  Christopher Toddy, AIA
Jeffrey Ferweda, AIA  Jonathan Penndorf, AIA
2018 Study Groups

Public Awareness

Create a memorable and more relevant conference experience for AIA members, the profession, and the industry, while also directly engaging with the community.

Brynnemarie Lanciotti, AIA
(Convener)
Judy L. Johnson, AIA

Mark Levine, FAIA
Luke McCary, AIA

Transformation of Architecture Education

Identify ways that AIA can support the transformation of professional architectural education so that students can adapt to a rapidly changing world.

Laura Weiss, Assoc. AIA (Convener)
Roderick Ashley, FAIA
Ryan Gann, Assoc.

Timothy Hawk, FAIA
Kelly Hayes McAlonie, FAIA
Nathan Hudson, AIA

Jana Itzen, AIA
Laura Lesniewski, AIA
Katie Wilson, AIA
2018 Study Groups

Xr - Mixed Reality

How can AIA open the doors to expansive technologies and facilitate the mass integration of new tools into practice and documents?

Illya Azaroff, AIA (co-Convener)  Michael Lingerfelt, FAIA
Jack Morgan, AIA (co-Convener)  (deceased)
Phillip Bona, AIA  Yu-Ngok Lo, AIA
J. Scott Busby, AIA  Ric Master, AIA

City Architect Initiative

AIA fosters livable, resilient, and diverse communities by promoting the value of architects as city staff.

Ric. Abramson, FAIA  Elizabeth Gibbons, AIA
(Convener)  Matthew Johnson, AIA
Philip Bona, AIA  Patrick Panetta, AIA
Current 2019 Work Groups

Continuing:

• Transforming Architectural Education
  o NAAB ARF ‘19

• Professional Development:
  o Leadership Development Program
  o Peer-to-Peer Network
  o Senior Resource Center

• The Next Big Thing:
  o Forecast Knowledge (publication)
  o Big Data
  o XR
  o IBM - Innovative Business Models
AIA Strategic Plan

In its first year, this resulted in the AIA 2016-2020 Strategic Plan.

The Strategic Planning Committee is now working on the AIA 2021-2025 Strategic Plan.

A few notes about process and Strategic Council engagement in the Strategic Planning Process.
C. What words best describe architects?

- Poll is full and no longer accepting responses

- spirit
- collaborative
- hardworking
- collaborative
- thinkers
- inspiring
- leaders
- superstars
- passionate
- coolness
- introverts
- risk-averse
- thoughtful
- problem solvers
- visionary
- facilitators
-rational
- critical
- intuitive
-倡导者
- 不平等待遇
- 建筑师
D. What words do our clients use to describe architects?

Poll is full and no longer accepting responses.
E. What words do contractors use to describe architects?

Poll is full and no longer accepting responses
F. What words does the public use to describe architects?

Poll is full and no longer accepting responses
In December 2018, Strategic Council reviewed and responded to current and projected issues in society with words that describe what architects should do about them, or what architects’ (or AIA’s) role should be in addressing them.

1. Impact of Technology...
2. Accelerated Pace of Change (due to technology business models, individual self-determination, etc.)
5. Architecture Education – Preparing the Next Generation of Architects
6. Public Appreciation of Design
7. Creating Communities and Local Identity
8. Civic Engagement, Civility, and Political Climate
9. Diversity and Equity
10. Sustainability, Resilience, and Resource Scarcity – Changes in the Natural Environment
11. Housing Crisis and Homelessness - Urbanization and Changes in Housing Patterns
12. Safety and Security in Design
13. Immigration / Border Security / Geopolitics
14. Business of Architecture and the Drive to Collaboration, with Allied Professionals, Others
15. Licensure of Architects...
16. What Is the Next Big Thing Architects Need to be Prepared for?
17. What Additional Topics or Issues Should Strategic Council Address?
6. Public Appreciation of Design

Poll is full and no longer accepting responses
9a. Diversity and Equity in . . . society

Poll is full and no longer accepting responses
In December 2018, the Council also reviewed major components of the current Strategic Plan, asking the questions, “What do we do well?” and “What could we do better?” A few preliminary responses are in the slides that follow.

1. The current AIA Strategic Plan (SP) identifies three Strategic Goals. Which requires the highest emphasis?

2. The SP articulates eight Strategic Objectives. Which should AIA emphasize now?

3. The SP designates six Strategic Portfolios which emphasize AIA Initiatives. Where should AIA focus?

4. In the Knowledge Portfolio, which of the three goals should AIA emphasize?
5. In the Prosperity Portfolio, which of the three goals should AIA emphasize?
6. In the Sustainability Portfolio, which of the three goals should AIA emphasize?
7. In the Workforce Portfolio, which of the three goals should AIA emphasize?
8. In the Influence Portfolio, which of the four goals should AIA emphasize?
9. In the AIA Excellence Portfolio, which of the three goals should AIA emphasize?
GOALS

The AIA has set forth three Strategic Goals to support the mission and vision of the organization. Where can the Strategic Council be the most effective in its efforts?

**2017**

<table>
<thead>
<tr>
<th>Response options</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elevate Public Awareness</td>
<td>13</td>
<td>22%</td>
</tr>
<tr>
<td>Advocate for the Profession</td>
<td>5</td>
<td>8%</td>
</tr>
<tr>
<td>Advance Knowledge and Expertise</td>
<td>13</td>
<td>22%</td>
</tr>
<tr>
<td>All of the above equally</td>
<td>29</td>
<td>48%</td>
</tr>
</tbody>
</table>

**2018 – Before Conversation**

1. The current AIA Strategic Plan (SP) identifies three Strategic Goals. Which requires the highest emphasis?

- **Awareness** - 37%
- b. Advocate for the profession - 32%
- c. Advance knowledge and expertise - 31%

**2018 – After Conversation**

1. The current AIA Strategic Plan (SP) identifies three Strategic Goals. Which requires the highest emphasis?

- **Awareness** - 44%
- b. Advocate for the profession - 24%
- c. Advance knowledge and expertise - 31%

ALL of the above EQUALLY
In order to achieve its goals, the AIA has articulated eight primary Strategic Objectives. Where can the Strategic Council be the most effective in its efforts?

**1. KNOWLEDGE**

- Career Pathways: 12 (18%)
- Influence: 20 (31%)
- Innovation: 1 (2%)
- Market Leadership: 2 (3%)
- Outreach: 9 (14%)

**2. INNOVATION**

- Policy: 1 (2%)
- Relevance: 13 (20%)
- Research: 5 (8%)
- All of the above equally: 2 (3%)

---

2017 - Before

3. The SP articulates eight Strategic Objectives. Which should AIA emphasize now? (Select up to 3)

- INFLUENCE: 27%
- Career pathways: 6%
- Influence: 18%
- Innovation: 6%
- Outreach: 13%
- Policy: 4%
- Relevance: 14%
- Research: 11%

---

2018 - After

3. The SP articulates eight Strategic Objectives. Which should AIA emphasize now? (Select up to 3)

- INFLUENCE: 53%
- Influence: 9%
- Innovation: 6%
- Market Leadership: 9%
- Outreach: 2%
The Strategic Council

2018 – Before

Initiatives

- Knowledge: 12%
- Prosperity: 14%
- Sustainability: 24%
- Workforce: 11%
- Influent: 34%
- AIA Excellence: 5%

Total Results: 100

2018 – After

Initiatives

- Knowledge: 9%
- Prosperity: 8%
- Sustainability: 24%
- Workforce: 3%
- Influent: 52%
- AIA Excellence: 5%

Total Results: 100
INFLUENCE Portfolio

**2018 – Before**

8. In the Influence Portfolio, which of the four goals should AIA emphasize?

PUBLIC AWARENESS

- a. Transform AIA conference to establish AIA as the convener of architects and design professionals.
- b. Extend AIA’s public awareness campaign.
- c. Implement the four keys necessary for AIA to advocate most effectively at all levels of government.
- d. Bring architects and building product manufacturers closer together.

64%

**2018 – After**

PUBLIC AWARENESS

- a. Transform AIA conference to establish AIA as the convener of architects and design professionals.
- b. Extend AIA’s public awareness campaign.
- c. Implement the four keys necessary for AIA to advocate most effectively at all levels of government.
- d. Bring architects and building product manufacturers closer together.

67%
KNOWLEDGE Portfolio

2018 – Before

4. In the Knowledge Portfolio, which of the three goals should AIA emphasize?

<table>
<thead>
<tr>
<th>Goal</th>
<th>Before</th>
<th>After</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Make research available to the profession to foster innovation and advance practice</td>
<td>64%</td>
<td>57%</td>
</tr>
<tr>
<td>b. Elevate the continuing education experience for members by improving course quality</td>
<td>5%</td>
<td>2%</td>
</tr>
<tr>
<td>c. Create, curate, and disseminate our collective expertise and knowledge.</td>
<td>31%</td>
<td>41%</td>
</tr>
</tbody>
</table>

Create, Curate and Disseminate Knowledge
PROSPERITY Portfolio

2018 – Before

5. In the Prosperity Portfolio, which of the three goals should AIA emphasize?

- Expand the influence of AIA Contract Documents and the principles of risk management (2%)
- Create and make accessible resources to help architecture firms be more successful (26%)
- Elevate architects and the AIA as the go-to, respected resource on the built environment for code officials, international policymakers, and industry partners (72%)

2018 – After

5. In the Prosperity Portfolio, which of the three goals should AIA emphasize?

- Expand the influence of AIA Contract Documents and the principles of risk management (32%)
- Create and make accessible resources to help architecture firms be more successful (68%)
- Elevate architects and the AIA as the go-to, respected resource on the built environment for code officials, international policymakers, and industry partners (68%)

Create Resources for Firms to be More Successful
2018 – Before

7. In the Workforce Portfolio, which of the three goals should AIA emphasize?

- Increase diversity by expanding K-12/higher education opportunities, engagement: 65%
- Accelerate career advancement for emerging professionals: 10%
- Develop future leaders: 25%

2018 – After

7. In the Workforce Portfolio, which of the three goals should AIA emphasize?

- Increase diversity by expanding K-12/higher education opportunities, engagement: 60%
- Accelerate career advancement for emerging professionals: 5%
- Develop future leaders: 34%
Acknowledgements/Credits

• The Council expresses it’s sincere appreciation to the AIA Board of Directors for it’s vision in establishing the new Institute Governance Model and the establishment of the Strategic Council.

• Appreciation is also offered to all Regional and At-Large Representatives who have participated since the Council’s inception, and all their respective member and other advisors.

• We are in deep gratitude to Institute staff who have committed uncountable hours contributing to our success.