Demystifying the AIA Strategic Council

AIA STRATEGIC COUNCIL

Strategic Council - SC 503

AIA STRATEGIC COUNCIL

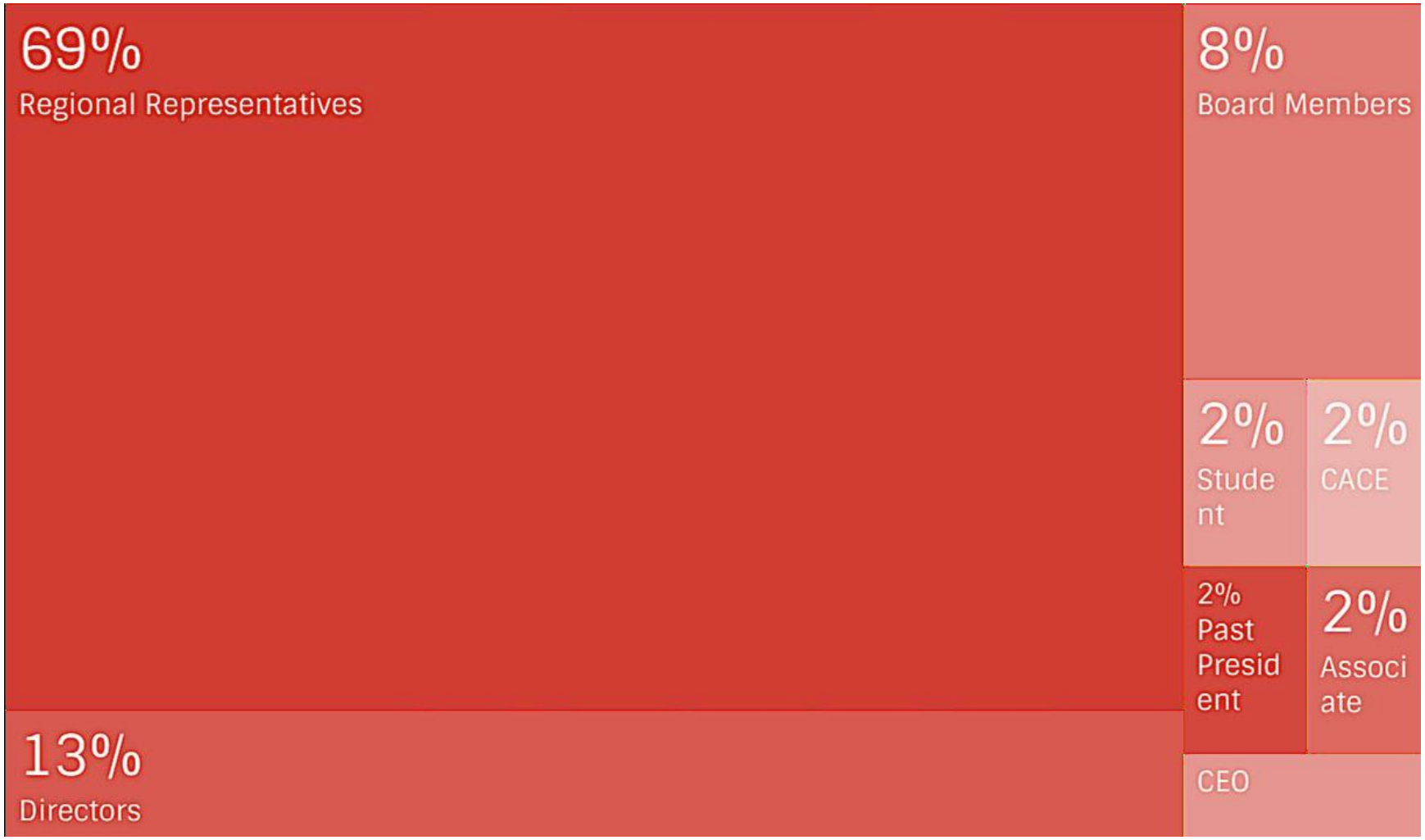
Mission

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.

AIA STRATEGIC COUNCIL

Council Composition: 19 Regions



Council Committee Structure

Council Classes

Committees:

- Steering
- Best Practices / Rules / Communications
- Strategic Planning

How We Connect

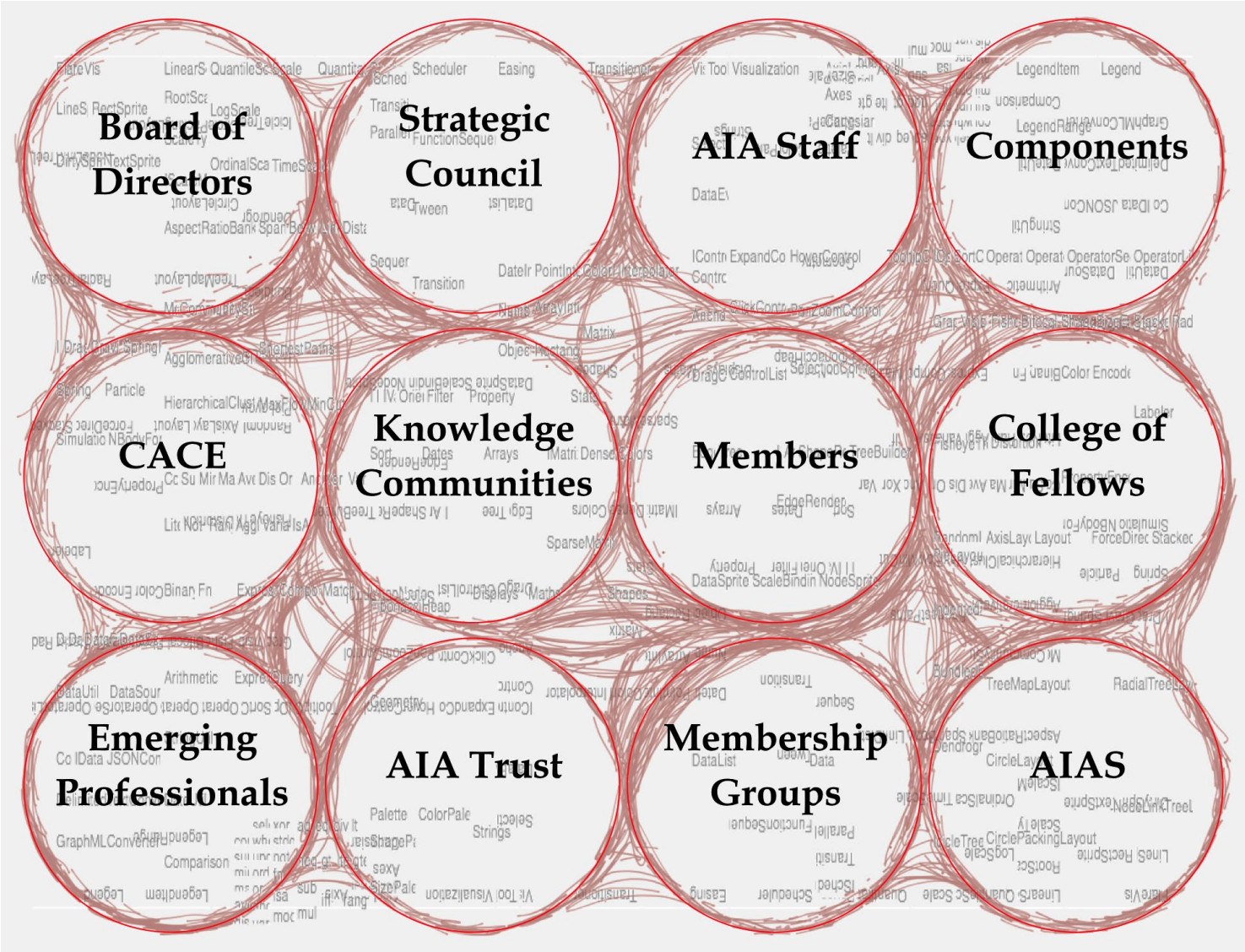
When you break down one silo you create another

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



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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

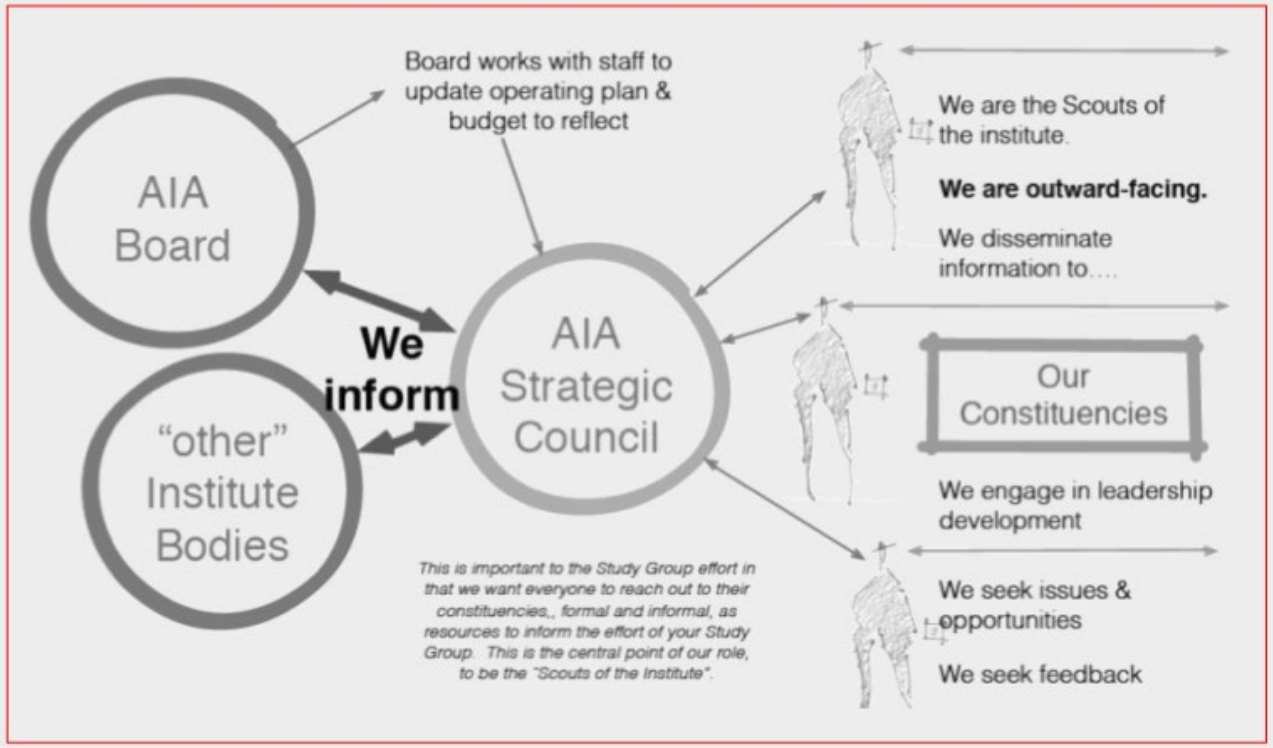
Companies organized around functional groups will inherently get poor collaboration around products

The trick is to connect the silos together effectively

Excerpts from 'Breaking Down Silos is a Myth, Do this Instead' - Greg Satell

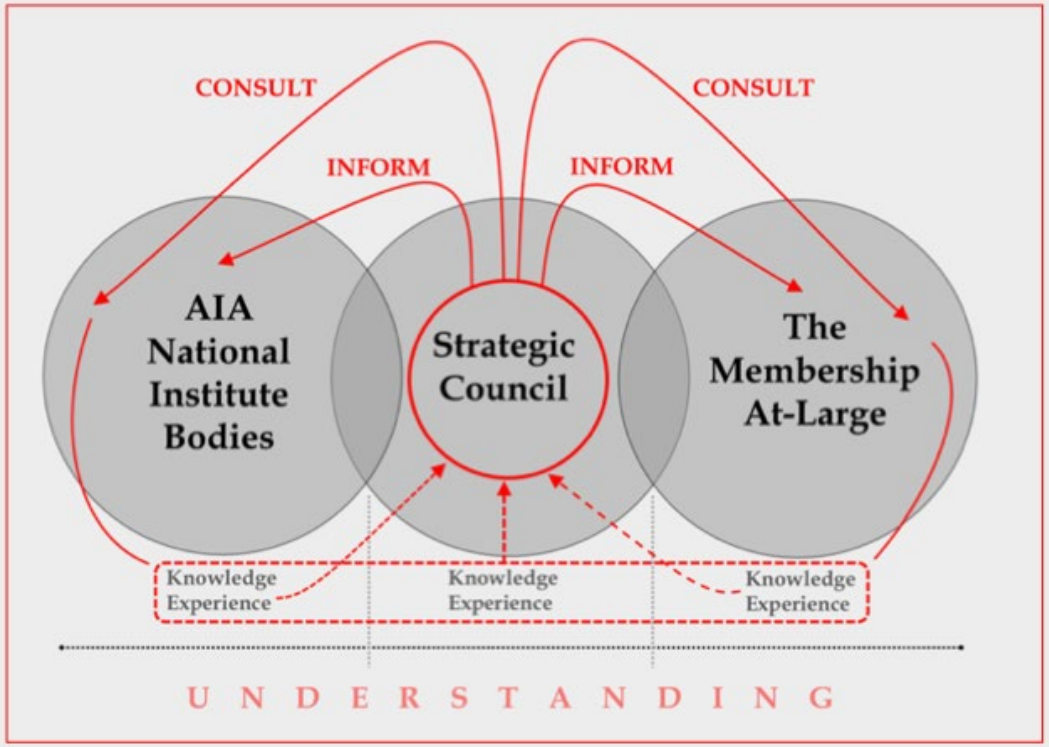
Possible Communications

Neutrality



Intentional Communications

Initiated



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 COUNCIL

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

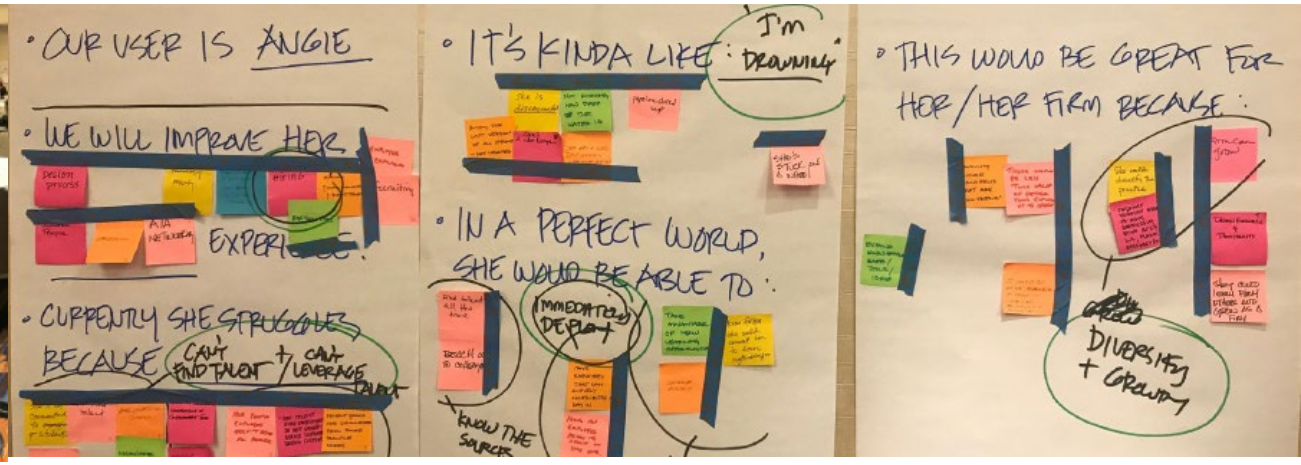
GRASSROOTS
- Present prototype
- **Membership Feedback**

Development
- Refine prototype concept

A'18
- Present prototype
- **Membership Feedback**

Work Groups Meeting
- Refine prototype concept

BOARD MEETING
- Present prototype to Board



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Considerations for Process

Innovative

Continuous

Repeatable

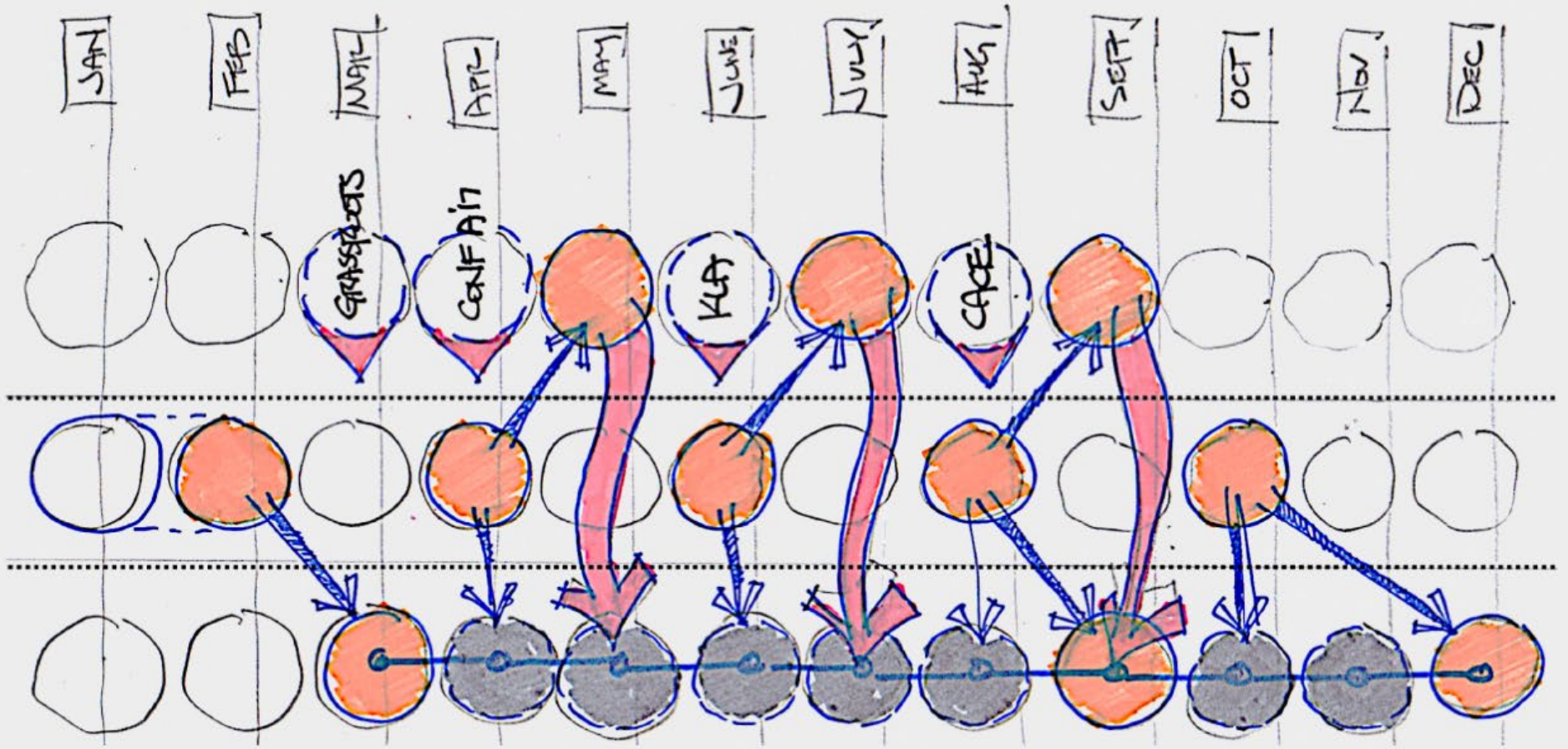
Communicative

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.

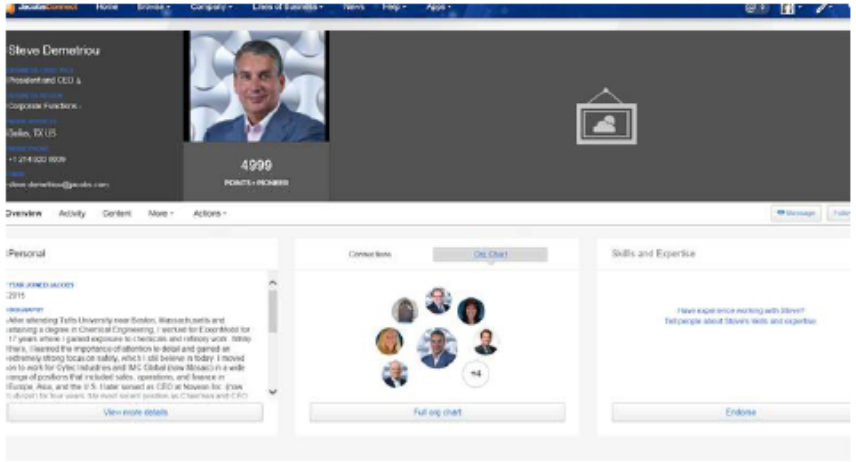
Belinda Stewart, FAIA (Convener)

Josh Flowers, FAIA

Donna Kacmar, FAIA

Thomas Vonier, 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 (Convener)

Janis Brackett, AIA

Betsy del Monte, FAIA

Thomas Liebel, FAIA

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)

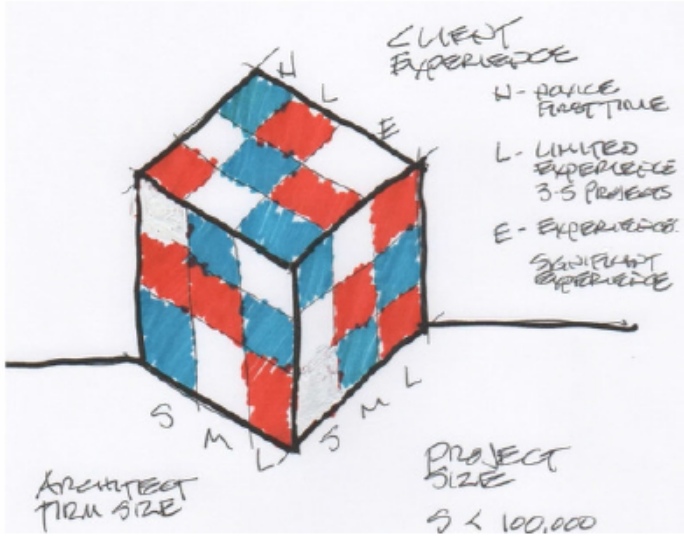
Michael Elliott, AIA

Jeffrey Ferweda, AIA

Darren Heine, AIA

Bruce Sekanick, FAIA

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)

Jeffrey Ferweda, AIA

Michael Lejong, AIA

Steven Miller, FAIA

Jonathan Penndorf, AIA

Jeffrey Stivers, FAIA

Christopher Toddy, 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

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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)

Jack Morgan, AIA (co-Convener)

Phillip Bona, AIA

J. Scott Busby, AIA

Michael Lingerfelt, FAIA (deceased)

Yu-Ngok Lo, AIA

Ric Master, AIA

City Architect Initiative

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

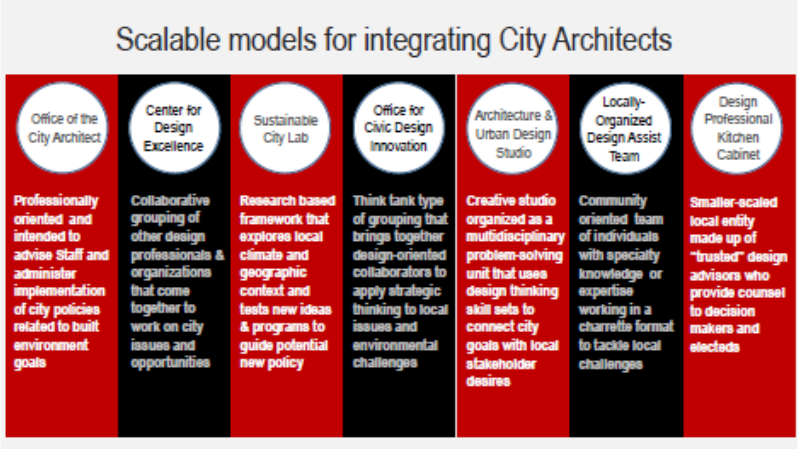
Ric. Abramson, FAIA (Convener)

Philip Bona, AIA

Elizabeth Gibbons, AIA

Matthew Johnson, AIA

Patrick Panetta, AIA



Current 2019 Work Groups

Continuing:

- **Transforming Architectural Education**
  - NAAB ARF ’19
- **Professional Development:**
  - Leadership Development Program
  - Peer-to-Peer Network
  - Senior Resource Center

- **The Next Big Thing:**
  - Forecast Knowledge (publication)
  - Big Data
  - XR
  - 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.

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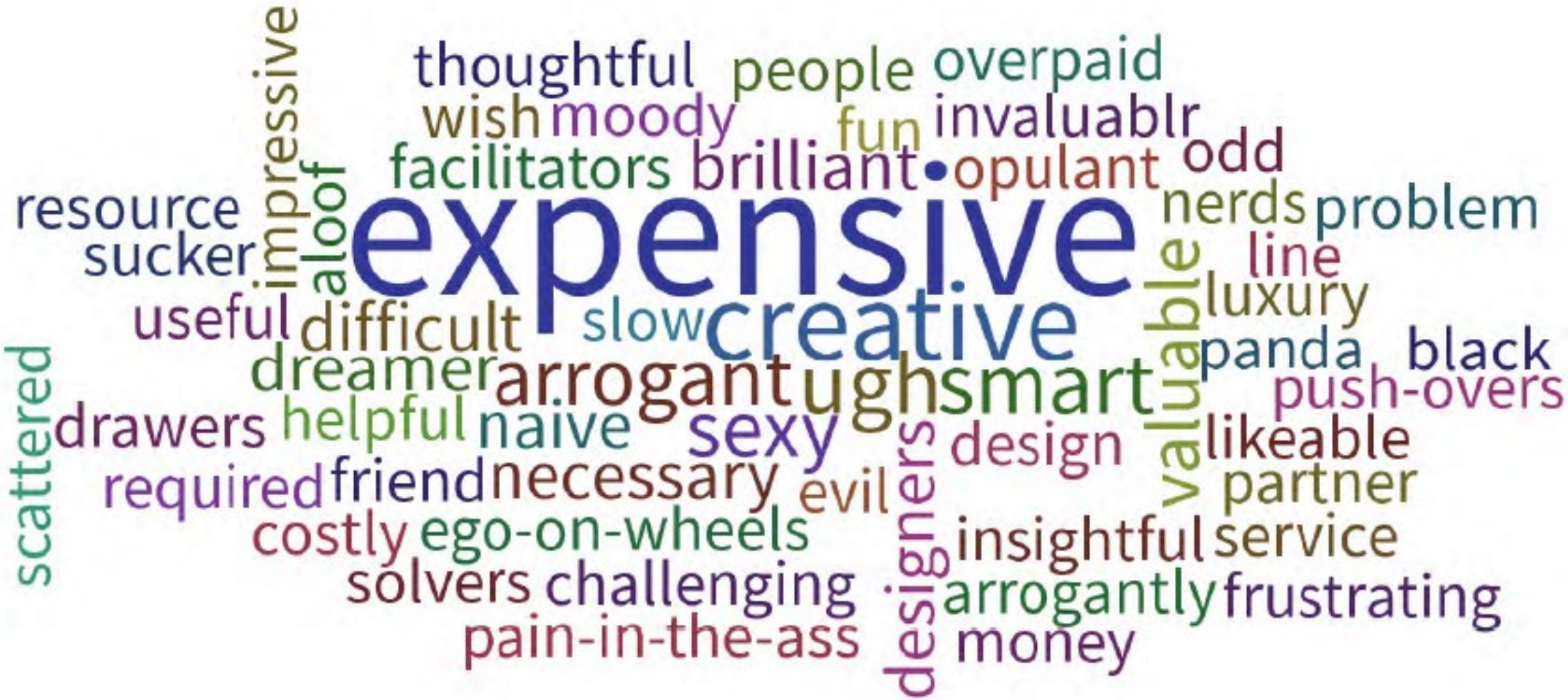
C. What words best describe architects?

Poll is full and no longer accepting responses

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?

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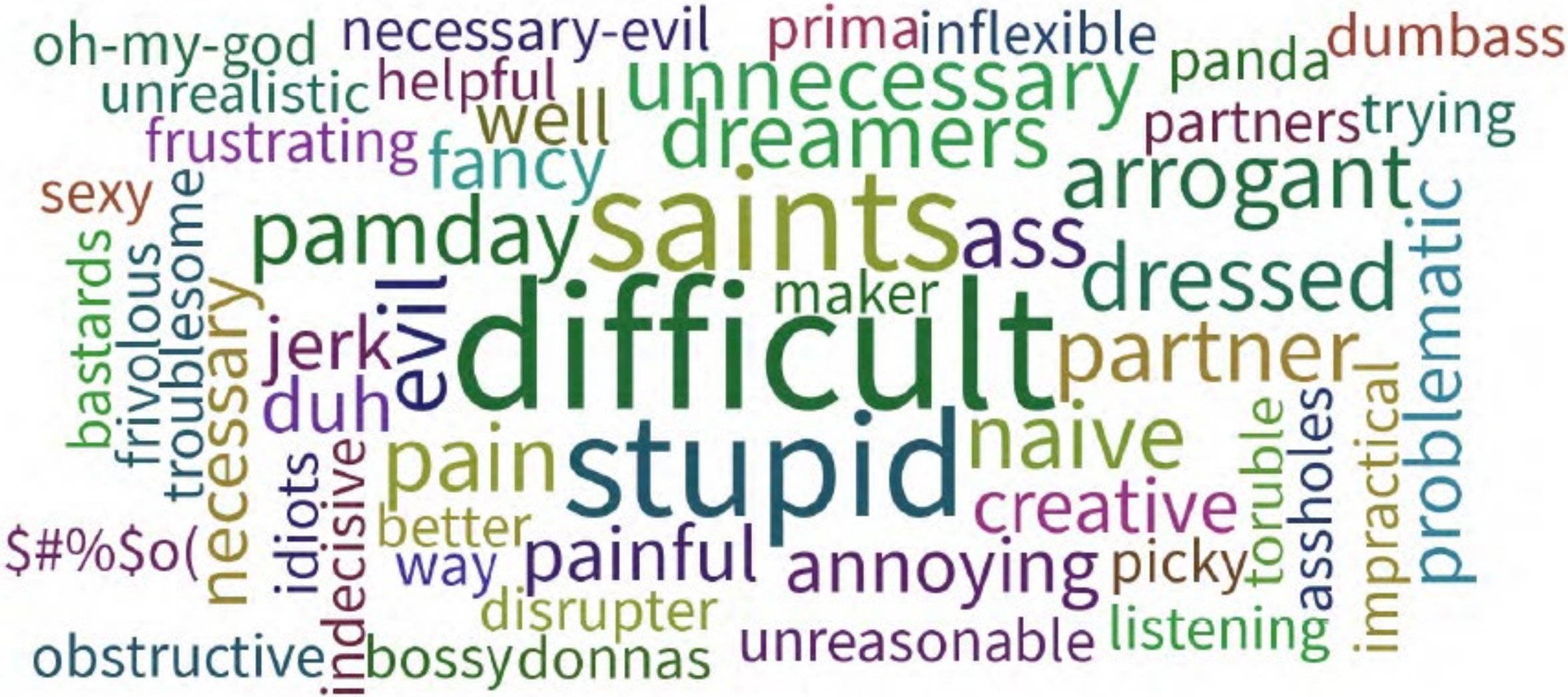

F. What words does the public use to describe architects?

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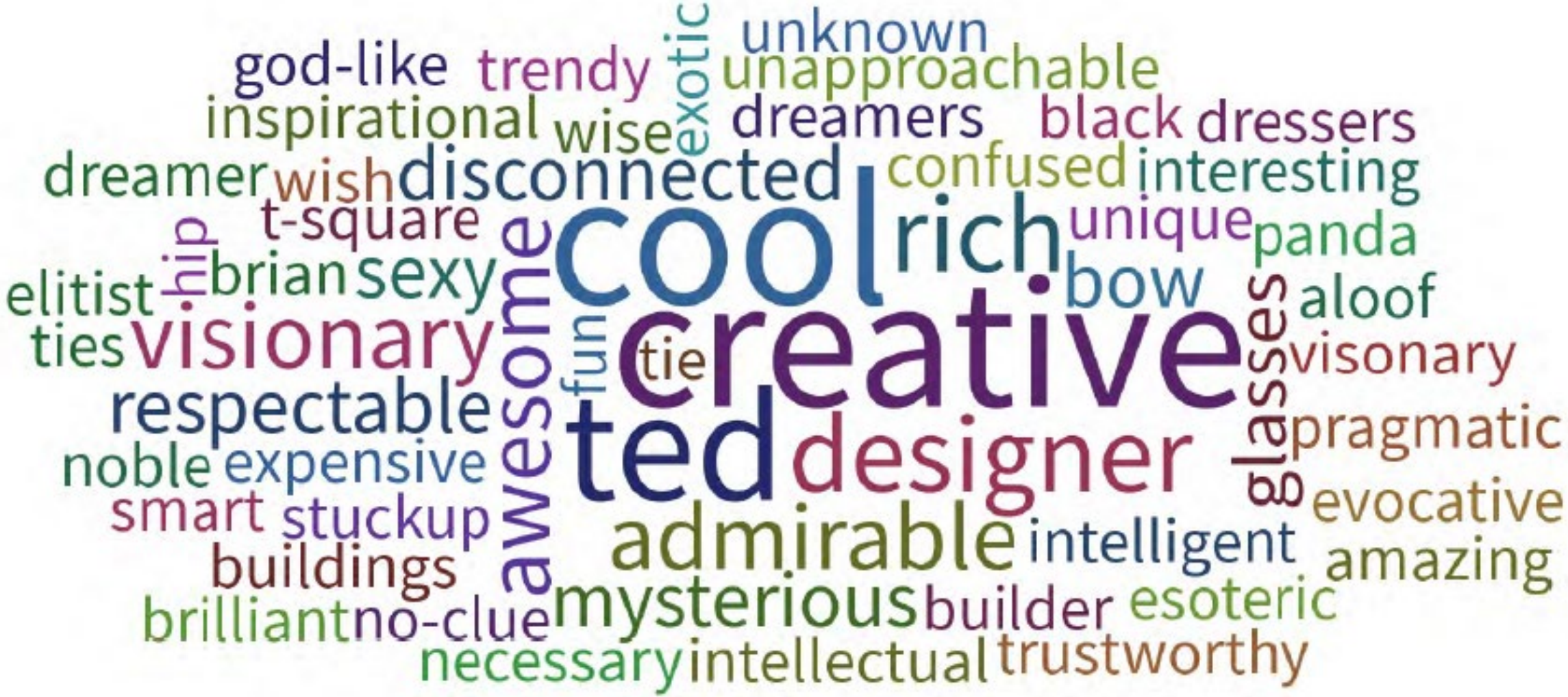


In December 2018, Strategic Council reviewed and responded to current and projected issues in society with words that describe what architects should do about them, or what architects' (or AIA's) role should be in addressing them.

1. Impact of Technology...
2. Accelerated Pace of Change (due to technology business models, individual self-determination, etc.)
3. Generational Trends – Mission v. Money – Demand of 5 Generations in the Workplace
4. Blurred Lines – Expectations of Younger Generations re: Work/Life Balance, Integrated Life, 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

8. Civic Engagement, Civility, and Political Climate

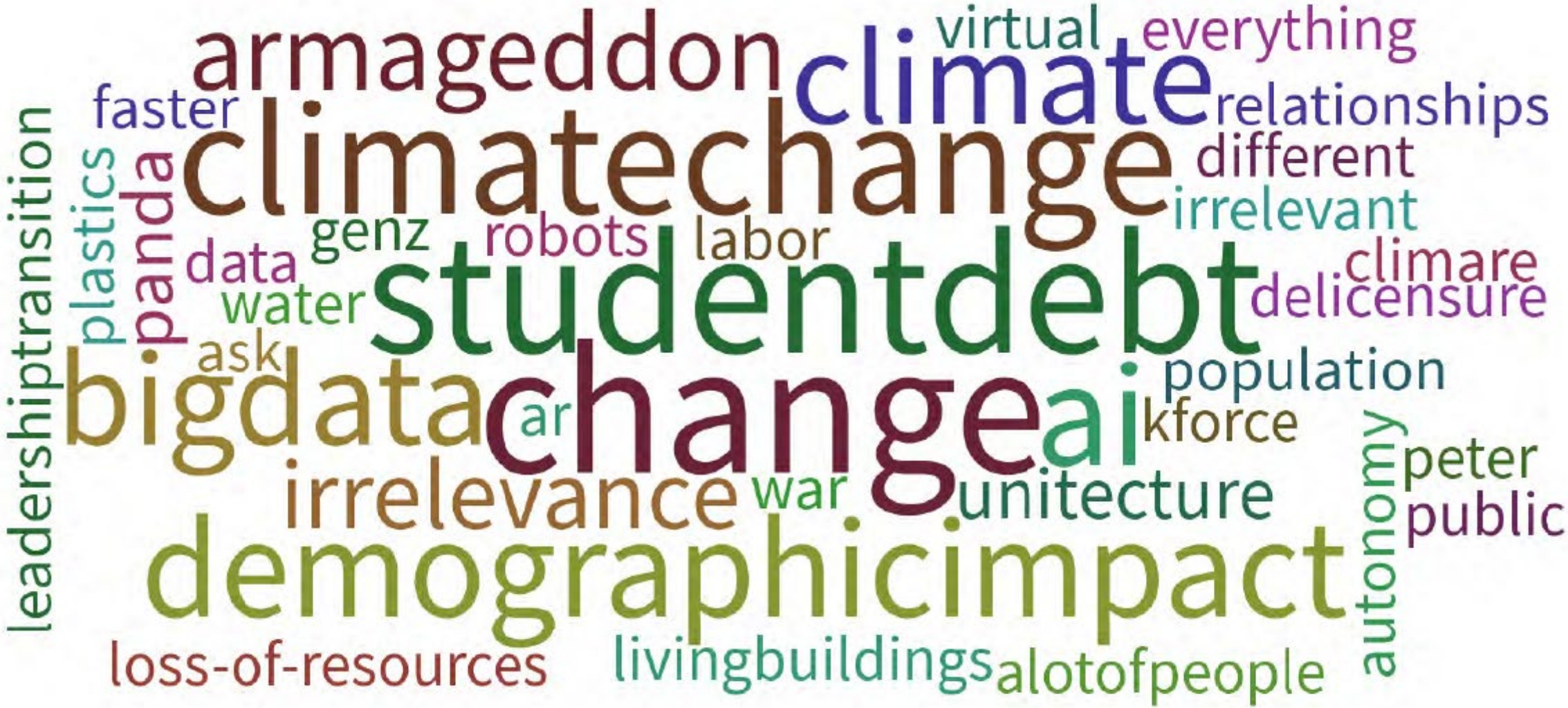
Poll is full and no longer accepting responses

9a. Diversity and Equity in . . . society

Poll is full and no longer accepting responses

16. What Is the Next Big Thing Architects Need to be Prepared for?

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?

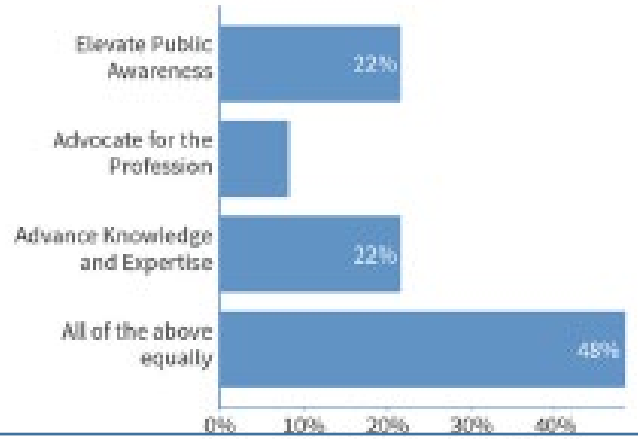
4. In the **Knowledge** Portfolio, which of the three goals should AIA emphasize?
5. In the **Prosperity** Portfolio, which of the three goals should AIA emphasize?
6. In the **Sustainability** Portfolio, which of the three goals should AIA emphasize?
7. In the **Workforce** Portfolio, which of the three 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

2017

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?



Response options	Count	Percentage
Elevate Public Awareness	13	22%
Advocate for the Profession	5	8%
Advance Knowledge and Expertise	13	22%
All of the above equally	**29**	**48%**

92%

Engagement

60

Responses

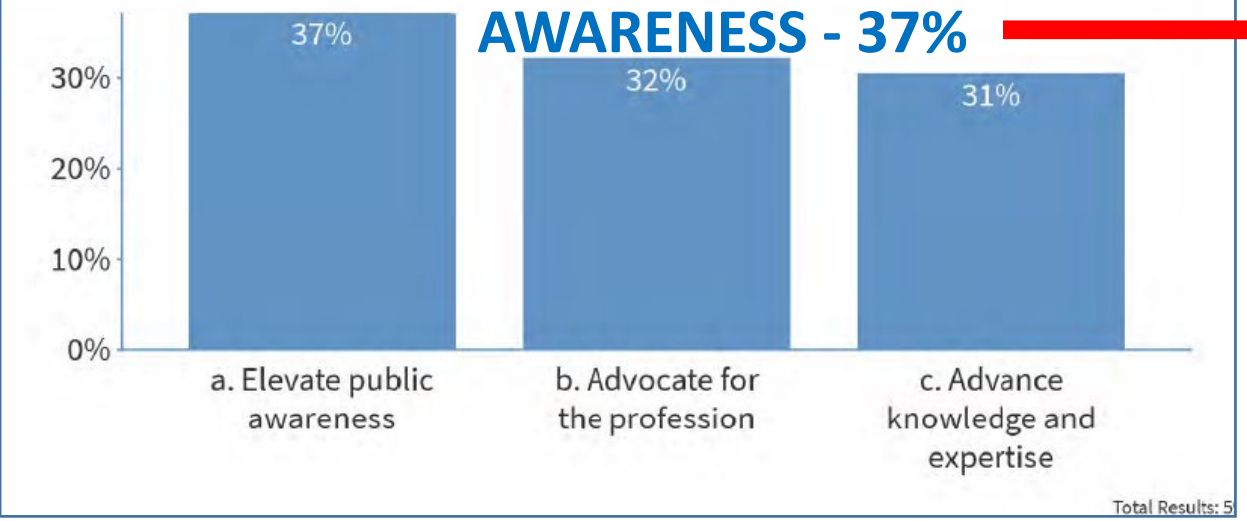
ALL of the above EQUALLY

2018 – Before Conversation

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

When poll is active, respond at **PollEv.com/pamday697**

AWARENESS - 37%

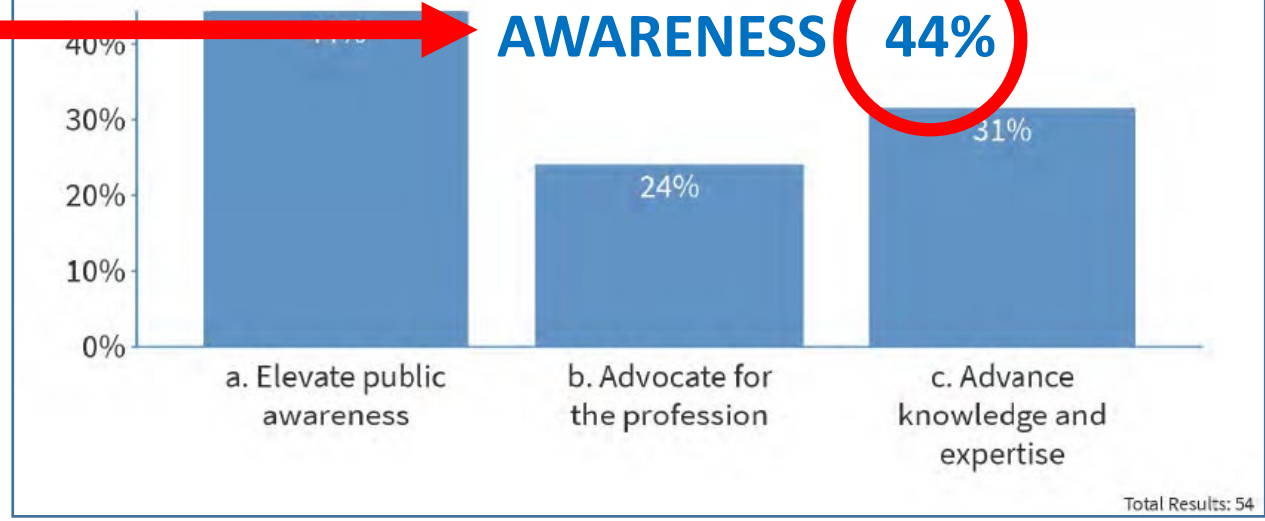


2018 – After Conversation

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

When poll is active, respond at **PollEv.com/pamday**

AWARENESS 44%



OBJECTIVES

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

INNOVATION

2017

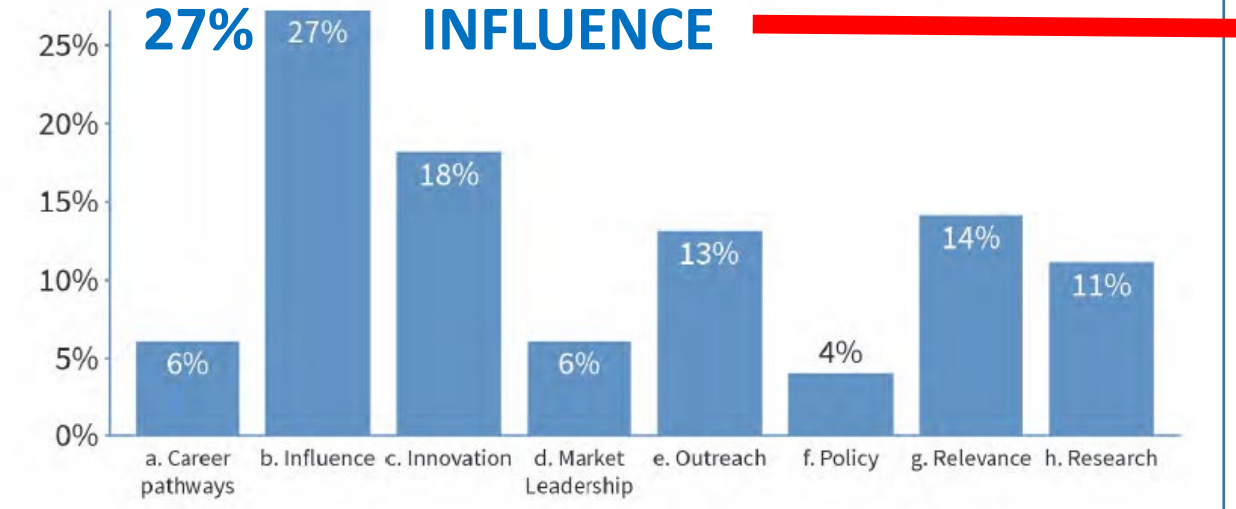
Response options		
Career Pathways	1	2%
Influence	12	18%
Innovation	**20**	**31%**
Market Leadership	2	3%
Outreach	9	14%
Policy	1	2%
Relevance	13	20%
Research	5	8%
All of the above equally	2	3%

2018 – Before

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

When poll is active, respond at **PollEv.com/pamday697**

27% **INFLUENCE**

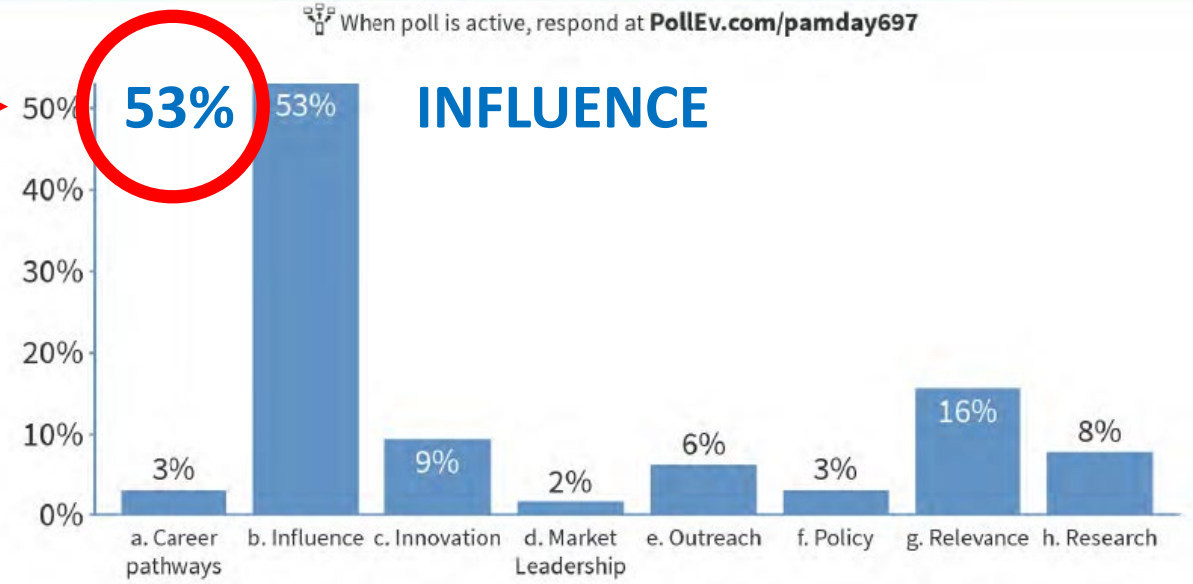


2018 – After

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

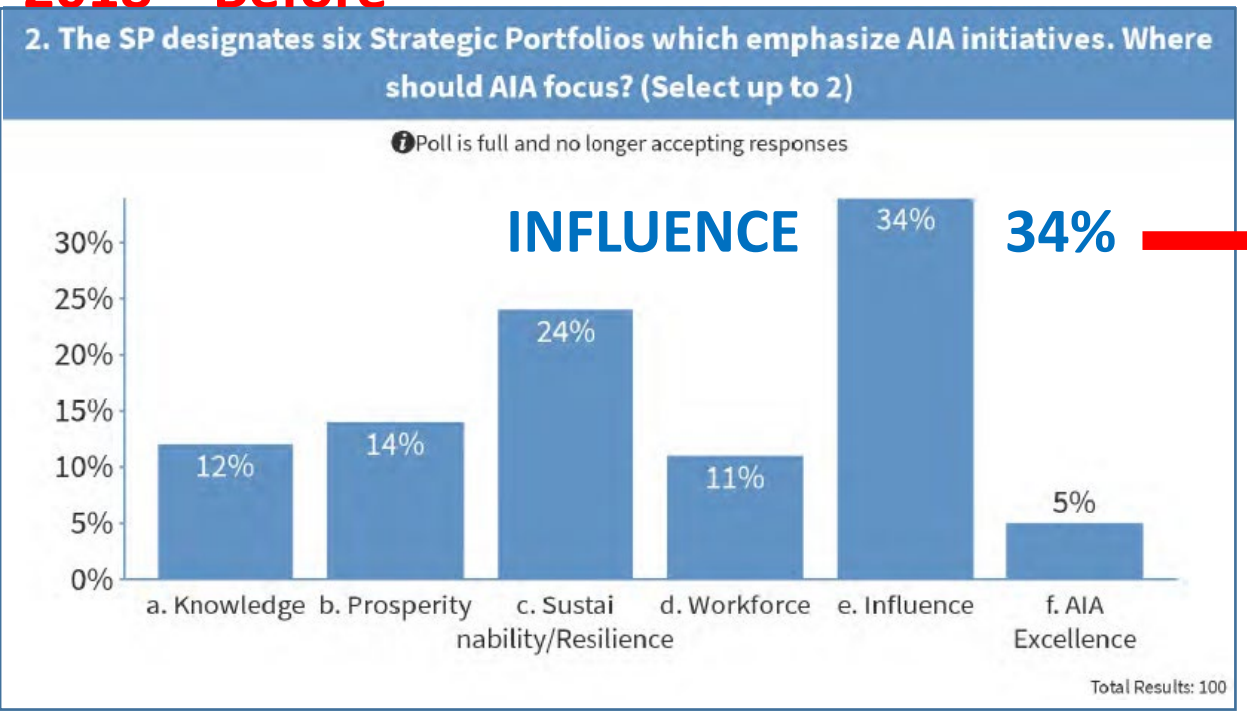
When poll is active, respond at **PollEv.com/pamday697**

53% **INFLUENCE**

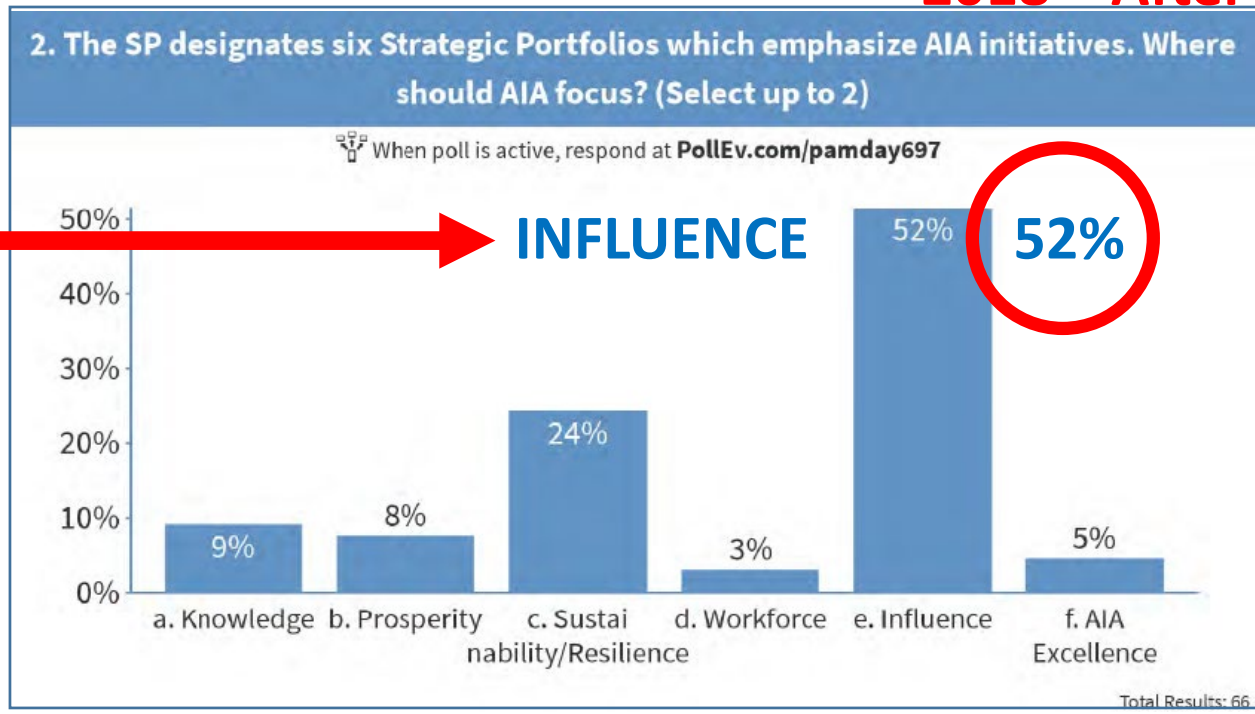


INITIATIVES

2018 – Before

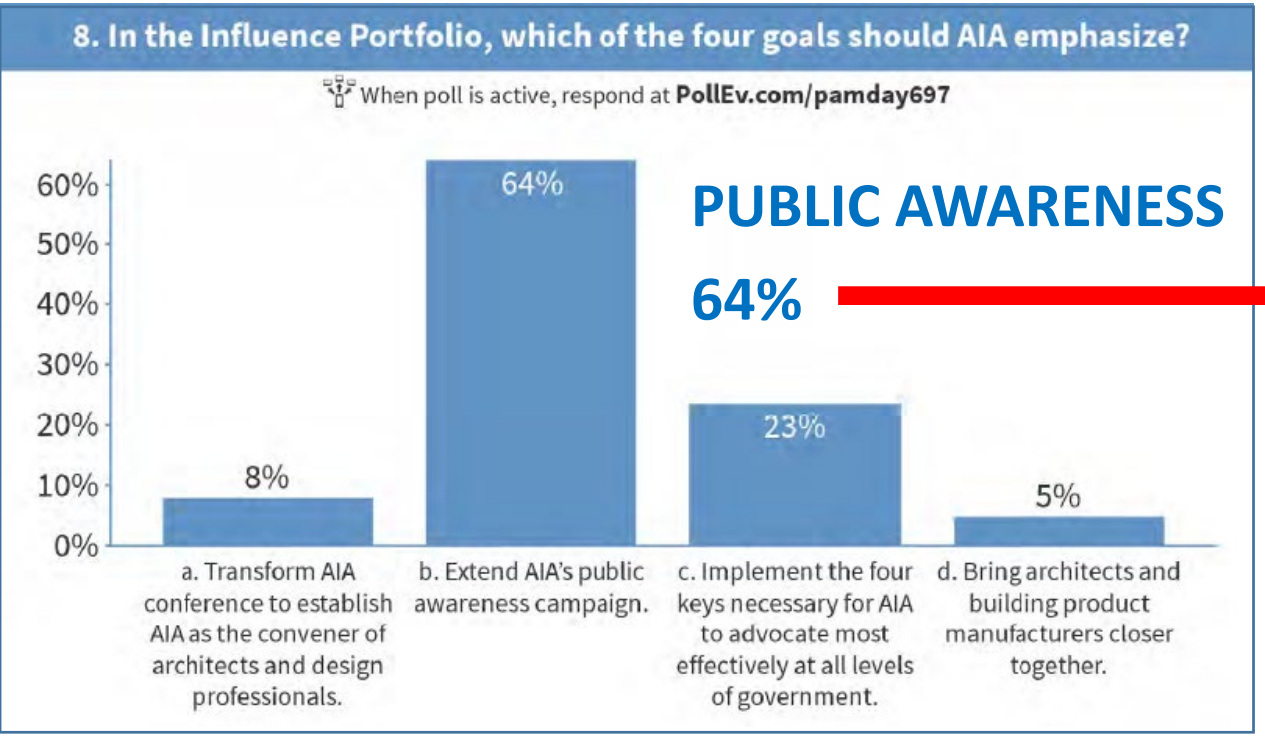


2018 – After

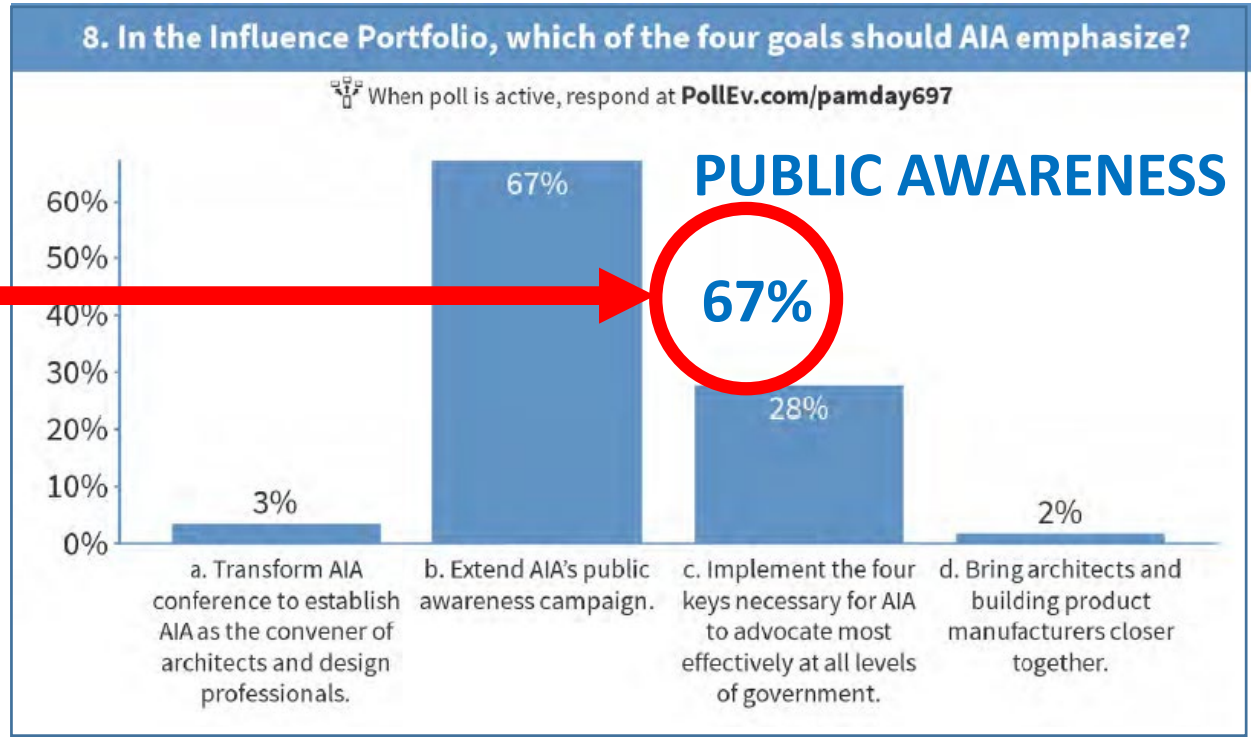


INFLUENCE Portfolio

2018 – Before

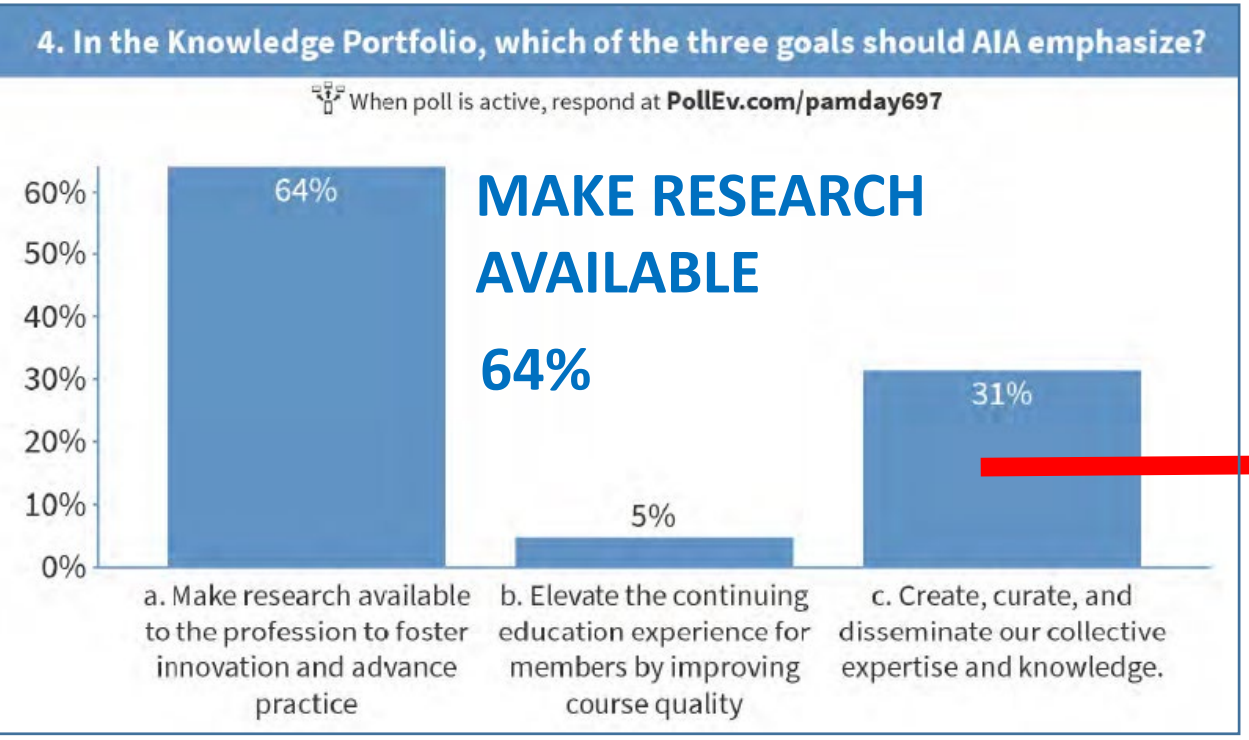


2018 – After

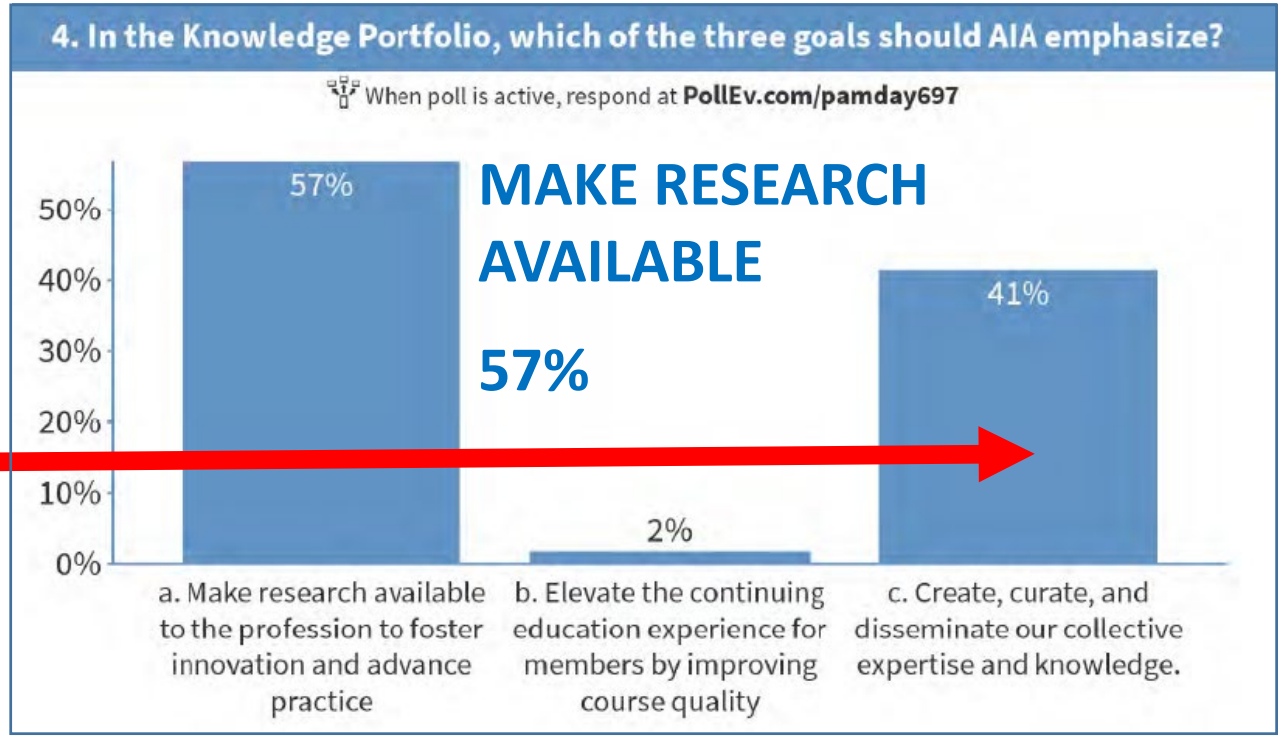


KNOWLEDGE Portfolio

2018 – Before



2018 – After



Create, Curate and Disseminate Knowledge

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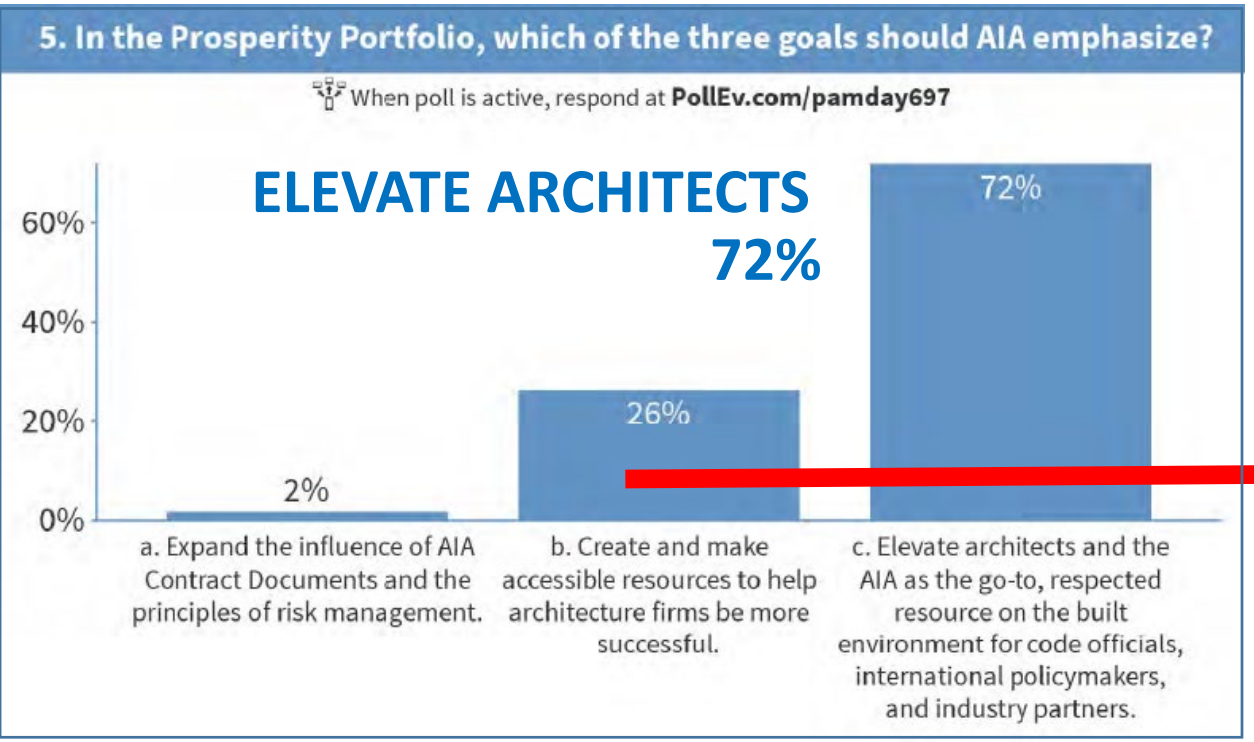
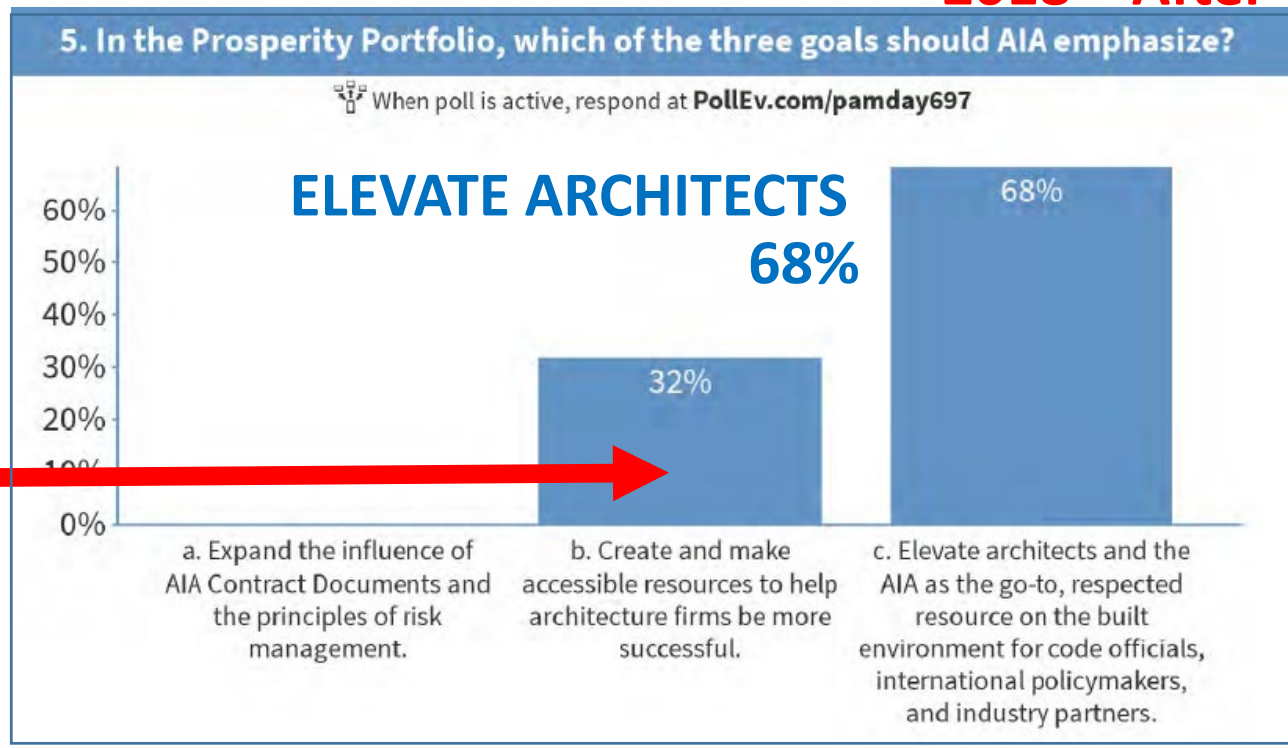
PROSPERITY Portfolio

2018 – Before



2018 – After



Create Resources for Firms to be More Successful

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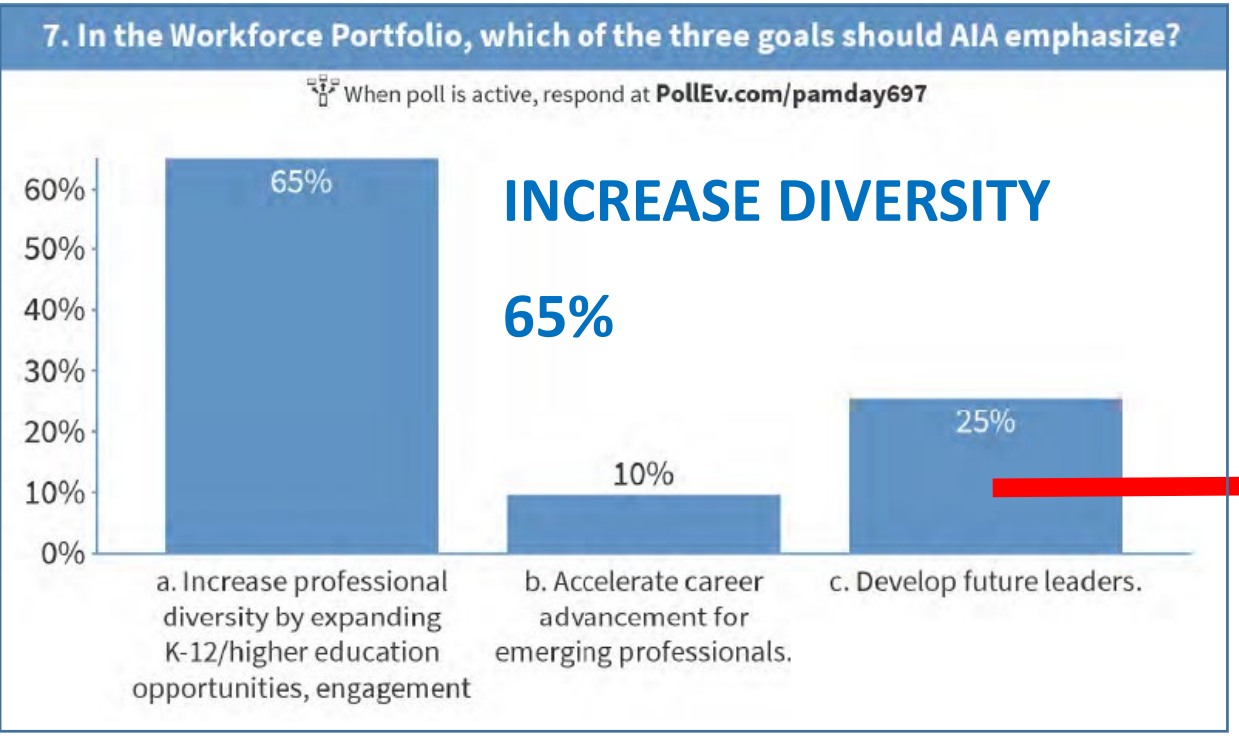
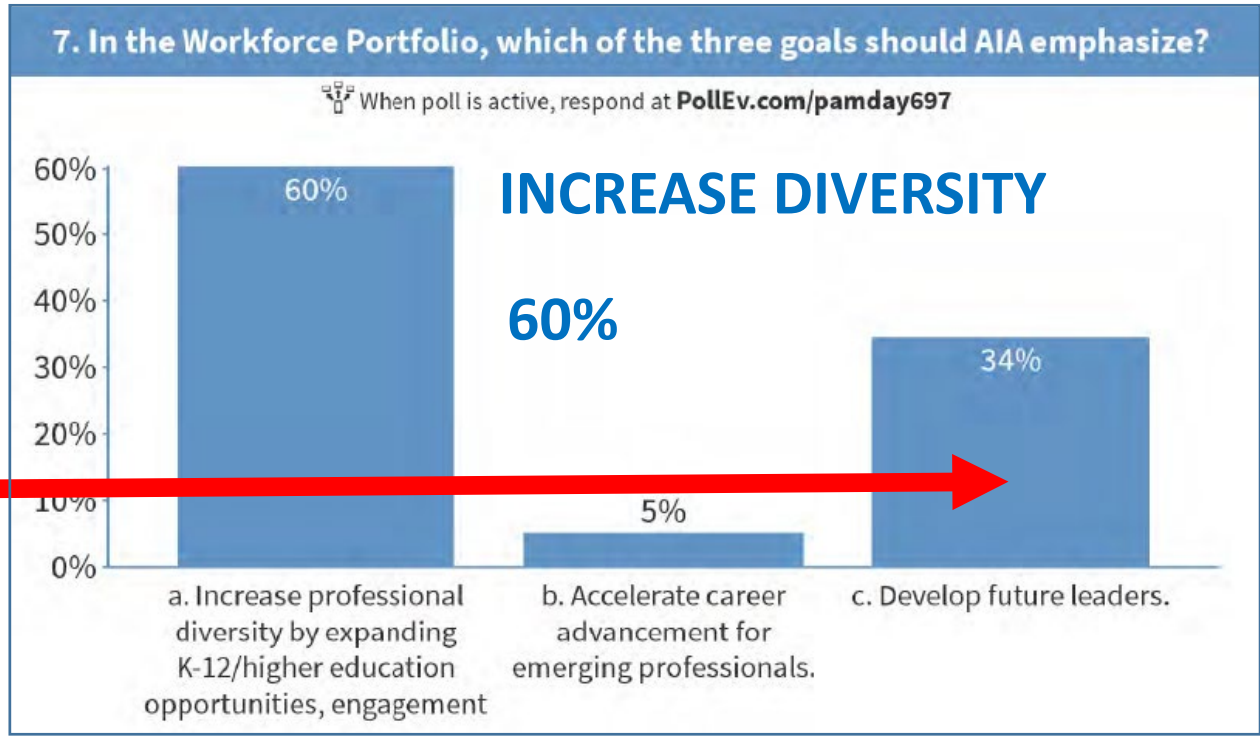
WORKFORCE Portfolio

2018 – Before



2018 – After



Develop Future Leaders

AIA STRATEGIC COUNCIL

End of Year

Beginning of Year

AIA STRATEGIC COUNCIL

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.