

Strategic Council

Yearbook 2018



AIA

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2018 Moderator's note

Welcome to the second edition of the *Strategic Council Yearbook*, prepared by Councilors and intended to commemorate the spirit of the group. This Yearbook captures the Council's passionate commitment to AIA and offers AIA members insights into the Council's role.

I am honored to be a part of this significant group of members who carry out transformational work on behalf of AIA. This Yearbook captures the Council's passionate engagement to AIA and its members in 2018. It also serves as an important means of communications for the Strategic Council, describing its role to innovate and serve as inspiration to all members, building on the legacy of the Council.

The Strategic Council continues to make great strides every year. As the Council continues to develop, the collection of yearbooks will help document its evolution and propel the Council's continued growth. The Council is a highly motivated group of individuals who are committed to ensuring the prosperity of AIA. It must continue to be proactive and forward-thinking, and seek to connect, investigate, and understand the pressing issues and opportunities facing the profession.

I am indebted to the many contributors and collaborations that have helped create the *Strategic Council Yearbook*. Thank you to everyone who has dedicated time toward this effort including current and past Councilors, AIA staff, and our editor-in-chief, Yu-Ngok Lo, AIA.



Jaime E. Sobrino, AIA
2018 Strategic Council Moderator



Jaime E. Sobrino, AIA

Jaime E. Sobrino, AIA, is vice president, director of operations for the West Palm Beach office for Leo A. Daly. He has taught design at the School of Architecture of the Polytechnic University of Puerto Rico and has been a guest critic at the School of Architecture of the University of Puerto Rico, the Pontifical Catholic University of Puerto Rico, and Florida International University.

Jaime currently serves as one of the Florida/Caribbean regional representatives

within AIA's Strategic Council and is the elected Moderator this year. In 2011, he served as President of AIA Puerto Rico Chapter, was 2013-14 State Government Network Representative for Puerto Rico, and served as 2013 Chair of the AIA National Resolutions Committee. He also served as Director on the Governing Board of the Colegio de Arquitectos y Arquitectos Paisajistas de Puerto Rico from 2012-14.

Editor's note

Welcome to the 2018 edition of the *Strategic Council Yearbook*!

As 2018 comes to an end, I would like to take this opportunity to congratulate the Council for the amazing work accomplished this year. I would also like to thank our moderator this year, Jaime Sobrino, AIA, for his leadership and support. I look forward to seeing the Council's exciting work next year under the leadership of 2019 moderator Bruce Turner, AIA.

The Council has evolved tremendously over the years and I am honored to have witnessed the changes. Documenting the Council events throughout the year and interviewing our class representatives and past moderator, Jason Winters, AIA, was very inspiring. The creation of the Yearbook this year is one of the most rewarding things for me as a Councilor.

Lastly, as a 2017-2018 At-large Representative, I will be rolling off the Council this year. I hope the effort of memorializing the Council's history in yearbook form will continue long into the future.

Thank you and enjoy!



Yu-Ngok Lo, AIA
2017-2018 At-large Representative



Yu-Ngok Lo, AIA

Yu-Ngok Lo, AIA, is the founding principal of YNL Architects. He is a 2017-2018 At-large Representative. He is a member of the XR mixed reality work group and the editor of the *Strategic Council Yearbook*. Yu-Ngok is also the Editor-In-Chief of the AIA YAF publication *CONNECTION*.

2017-2018 Strategic Council





Ric. Abramson, FAIA
 Workplays Studio Architecture
 2016-2018 Regional
 Representative, California



Roderick (Rod) Ashley, FAIA
 Roderick Ashley Architect
 2018-2020 Regional
 Representative, Northwest
 & Pacific



Illya Azaroff, AIA
 +LAB Architect PLLC
 2016-2018 Regional
 Representative, New York



William (Bill) J. Bates, FAIA
 Eat'N Park Hospitality Group
 2018 First Vice President



Philip J. Bona, AIA
 AVRP Skyport Studio
 2017-2019 Regional
 Representative, California



Janis Brackett, AIA
 Kirksey
 2017-2018 At-large
 Representative



J. Scott Busby, AIA
 Smee + Busby Architects
 2017-2019 Regional
 Representative, Gulf States



Nathan R. Butler, FAIA
 HKS Architects, Inc.
 2018-2020 Regional
 Representative, Florida/
 Caribbean



Richard T. Connell, FAIA
 The S/L/A/M Collaborative
 2015-2018 Regional
 Representative, New England



Betsy del Monte, FAIA
 Transform Global
 2018-2020 Regional
 Representative, Texas



**Sandra Lea Dickenson, AIA
 Emeritus**
 2016-2018 Regional
 Representative, North Central
 States



Carl Elefante, FAIA
 Quinn Evans Architects
 2018 President



Michael L. Elliott, AIA
 Kluber Architects + Engineers
 2018-2020 Regional
 Representative, Illinois



Jeffrey Ferweda, AIA
 Sedgewick & Ferweda
 Architects
 2017-2019 Regional
 Representative, Michigan



Brian J. Frickie, AIA
 Kerns Group Architects, PC
 2017-2019 Regional
 Representative, The Virginias



Ryan J. Gann, Assoc. AIA
 Ross Barney Architects
 2018 Associate
 Representative



**Elizabeth (Liz) A. Gibbons,
 AIA**
 Gibbons Architects
 2018-2019 At-large
 Representative



Timothy C. Hawk, FAIA
 WSA Studio
 2016-2018 Regional
 Representative, Ohio Valley



**Kelly M. Hayes-McAlonie,
 FAIA**
 University at Buffalo
 2017-2019 Regional
 Representative, New York



Darren C. Heine, AIA
 BBA Architects, L.P.
 2017-2019 Regional
 Representative, Texas



**Nathaniel (Nate) B. Hudson,
 AIA**
 Cathexes Architecture
 2018-2019 Regional
 Representative, Western
 Mountain



David (Dave) L. Huotari, AIA
 ALSC Architects
 2017-2019 Regional
 Representative, Northwest &
 Pacific



Jana S. tzen, AIA
 ITZEN
 2018-2020 Regional
 Representative, California



Robert A. Ivy, FAIA
EVP/Chief Executive Officer



Judy Johnson, AIA
Harriman
2017-2019 Regional Representative, New England



Matthew C. Johnson, AIA
Leo A. Daly
2017-2019 Regional Representative, North Central States



Donna J. Kacmar, FAIA
University of Houston
2016-2018 Regional Representative, Texas
Class of 2018 Representative



Brynnemarie T. Lanciotti, AIA
Stantec
2018-2020 Regional Representative, New York



Laura A. Lesniewski, AIA
BNIM
2015-2017 Regional Representative, Florida/Caribbean



Mark Levine, FAIA
Pond & Company
2016-2018 Regional Representative, South Atlantic



Thomas A. Liebel, FAIA
Marks Thomas Architects
AIA Memphis
2018-2020 Representative, Middle Atlantic
Class of 2020 Representative



Michael Lingerfelt, FAIA
(deceased)
Lingerfelt International
2017-2018 At-large Representative



Yu-Ngok Lo, AIA
YNL Architects, Inc.
2017-2018 At-large Representative



Richard C. (Rik) Master, FAIA
USG Corporation
2017-2019 Regional Representative, Illinois



Luke McCary, AIA
Lambert Architecture + Construction Services
2017-2019 Regional Representative, South Atlantic
Class of 2019 Representative



Steven Miller, FAIA
 Planning and Design
 Consultants, LLC
 2016-2018 International
 Representative



Jack R. Morgan, AIA
 Guernsey
 2016-2018 Regional
 Representative, Central
 States



Patrick Panetta, AIA
 Arizona State University
 University Real Estate
 Development
 2019-2020 Treasurer



Jonathan Penndorf, FAIA
 Perkins + Will
 2016-2018 Regional
 Representative, Middle
 Atlantic



Amelia "Amy" Rosen, AIAS
 AIAS
 2018 Student Representative



Cathy S. Rosset
 AIA Colorado
 2018 CACE Representative



Bruce W. Sekanick, FAIA
 Phillips | Sekanick Architects,
 Inc.
 2017-2018 Secretary



Michael Skolnick, AIA
 PZS Architects, LLC
 2018-2020 Regional
 Representative, Pennsylvania



Jaime E. Sobrino, AIA
 Leo A. Daly
 2016-2018 Regional
 Representative, Florida/
 Caribbean
 2018 Council Moderator



Belinda J. Stewart, FAIA
 Belinda Stewart Architects
 2018-2020 Regional
 Representative, Gulf States



Jeffrey C. Stivers, AIA
 Ross Tarrant Architects, Inc.
 2018-2020 Regional
 Representative, Ohio Valley



Bruce D. Turner, AIA
 Bruce D. Turner, Architect
 2017-2019 Regional
 Representative, New Jersey



Thomas Vonier, FAIA
Thomas Vonier Architect LLC
2017 Immediate Past
President



**Katherine (Katie) M. Wilson,
AIA**
2016-2017 Regional
Representative, Western
Mountain



Laura Weiss, Assoc. AIA
Weiss Collaborative
2017-2018 At-large
Representative



Top photo (L to R): Donna Kacmar, FAIA; Thomas Leibel, FAIA; Nathan Hudson, AIA; Dan Hart, FAIA; Bruce Sekanick, FAIA; and Peter Exley, FAIA. Bottom photo (L to R): Luke McCary, AIA; Judy Johnson, AIA; Brynnemarie Lanciotti., AIA; Mark Levine, FAIA; and Senior Vice President Kathy Compton.

2018 Strategic Council committees

Steering Committee

Jaime Sobrino, AIA (Council Moderator)
Timothy Hawk, FAIA (Strategic Planning Committee Chair)
Mark Levine, FAIA (Best Practices Committee Chair)
Donna Kacmar, FAIA (Class of 2018 Representative)
Luke McCary, AIA (Class of 2019 Representative)
Thomas Liebel, AIA (Class of 2020 Representative)
Carl Elefante, FAIA (2018 President)
William J. Bates, FAIA (2018 First Vice President)

Best Practices Committee

Mark Levine, FAIA (Chair)
Nathan Butler, FAIA
Jeffrey Ferweda, AIA
Donna Kacmar, FAIA
Yu-Ngok Lo, AIA
Belinda Stewart, FAIA
Jeffrey Stivers, AIA
Bruce Turner, AIA

Strategic Planning Committee

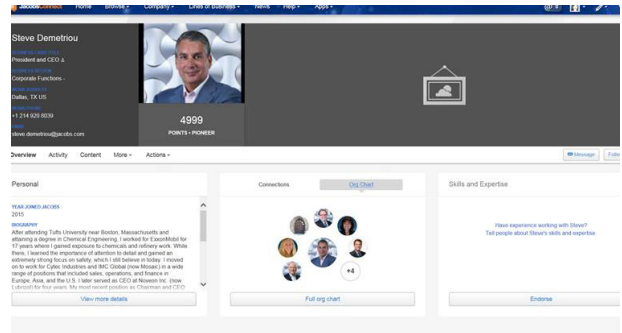
Timothy Hawk, FAIA (Chair)
Ric. Abramson, FAIA
Illya Azaroff, AIA
J. Scott Busby, AIA
Brian Frickie, AIA
Nathan Hudson, AIA
Jana Itzen, AIA
Laura Weiss, Assoc. AIA

2018 Work 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) | Donna Kacmar, FAIA
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?

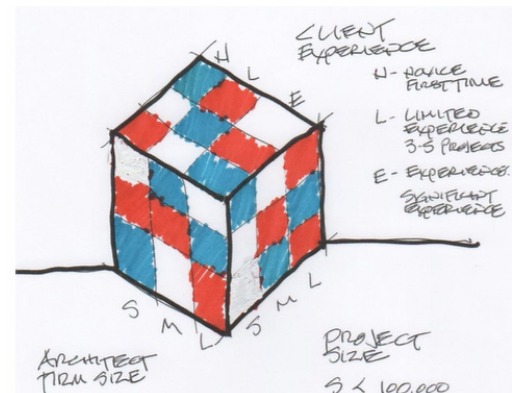
- | | |
|----------------------------------------|----------------------------------------------|
| Richard T. Connell, FAIA
(Convener) | Betsy del Monte, FAIA
Thomas Liebel, FAIA |
| Janis Brackett, AIA | |



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
Steven Miller, FAIA
Jonathan Penndorf, AIA | Jeffrey Stivers, FAIA
Christopher Toddy, AIA |
|----------------------------------|----------------------------------------------------------------------|-------------------------------------------------|



Public Awareness

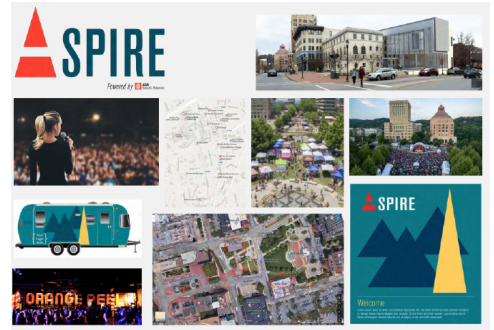
Create a memorable and more relevant conference experience for AIA members, the profession, and the industry, while also directly engaging with the community.

Brynnemarie Lanciotti, AIA
(Convener)

Mark Levine, FAIA

Luke McCary, AIA

Judy L. Johnson, 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)

Timothy Hawk, FAIA

Jana Itzen, AIA

Roderick Ashley, FAIA

Kelly Hayes McAlonie,
FAIA

Laura Lesniewski, AIA

Ryan Gann, Assoc.
AIA

Nathan Hudson, AIA

Katie Wilson, AIA



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
(deceased)

Jack Morgan, AIA (co-Convener)

Yu-Ngok Lo, AIA

Phillip Bona, 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
(Convener)

Elizabeth Gibbons, AIA

Matthew Johnson, AIA

Philip Bona, AIA

Patrick Panetta, AIA

Scalable models for integrating City Architects

Office of the City Architect	Center for Design Excellence	Sustainable City Lab	Office for Civic Design Innovation	Architecture & Urban Design Studio	Locally-Organized Design Assist Team	Design Professional Kitchen Cabinet
Professionally oriented and intended to advise Staff and administer implementation of city policies related to built environment goals	Collaborative grouping of other design professionals & organizations that come together to work on city issues and opportunities	Research based framework that explores local climate and geographic context and tests new ideas & programs to guide potential new policy	Think tank type of grouping that brings together design-oriented collaborators to apply strategic thinking to local issues and environmental challenges	Creative studio organized as a multidisciplinary problem-solving unit that uses design thinking skill sets to connect city goals with local stakeholder desires	Community oriented team of individuals with specialty knowledge or expertise working in a charrette format to tackle local challenges	Smaller-scaled local entity made up of "trusted" design advisors who provide counsel to decision makers and electeds

2017 Governance Week



Council members enjoy the inaugural of 2018 AIA President Carl Elefante, FAIA, at the National Postal Museum.



December 7, 2017: Strategic Council at work.



December 7, 2017: Strategic Council at work.

March Council Assembly & Grassroots

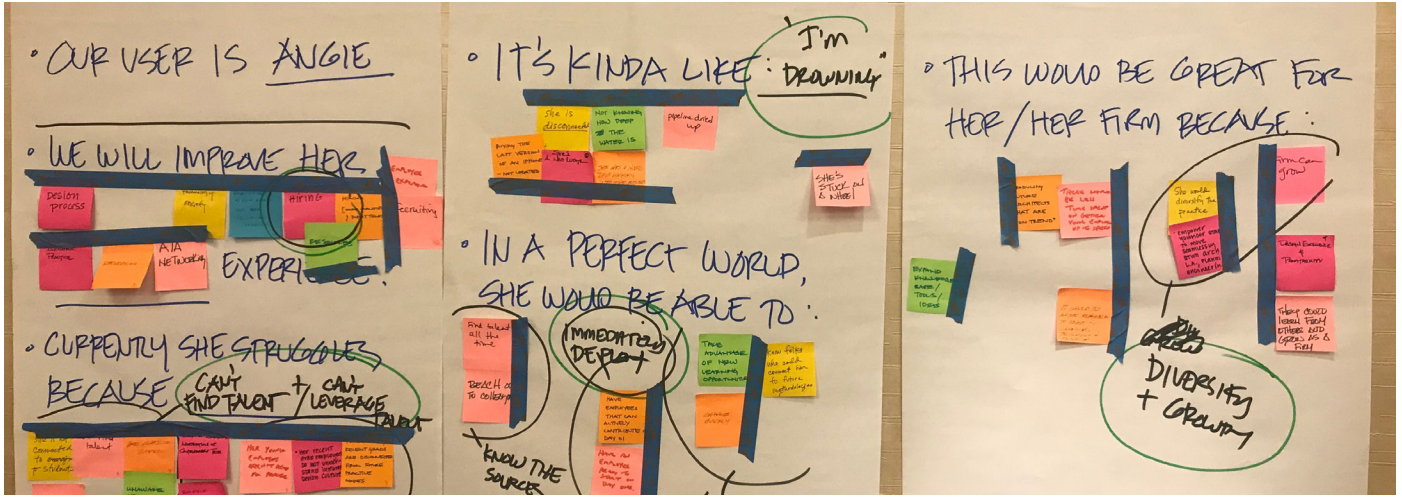
With the topics for 2018 defined prior to the Council's first face-to-face meeting, the IBM DesignThinking Team was brought in to facilitate two half-day sessions to guide the Council through design thinking. Having already determined topics and work group members from the aforementioned process, Councilors were immediately engaged in exercises and provided with tools to help enhance their efforts. The IBM DesignThinking Team was led by Zoe Fuller-Young, Adam Brusky, Nicole Coumes, and Christian P. Dickerson.

Work groups were engaged throughout the Assembly, alternating between brief presentations and breakout sessions. The presentations illustrated instructions, examples, and goals for each exercise, immediately followed by interactive break-out sessions where groups executed the specific tools and strategies discussed. The format also allowed for feedback from other Council members and facilitators for an engaging assembly. Some of these exercises included:

- Development of "personas"
- Empathy mapping
- Needs statements
- Big ideas and prioritization

The primary goal of the assembly was to provide the Council members with tools and strategies to implement design thinking in their work group process, engage members outside the Council to solicit useful feedback, and provide a broader perspective to their efforts.





March 7, 2018: Strategic Council at work.



(L to R): Jaime Sobrino, AIA; Cathy Rosset; Carl Elefante, FAIA; Robert Ivy, FAIA

AIA Conference on Architecture 2018





Strategic Council at A'18..

July Council Assembly

For the first time since the creation of the Council, the group had the opportunity to have a third face-to-face meeting to focus primarily on ongoing Council work. During its one-day assembly on July 14, 2018, the Strategic Council:

- Presented the work groups' efforts to date and anticipated next steps;
- Reviewed the structure of the current work groups and had an opportunity to restructure or consider new topics;
- Convened in breakout sessions to advance work group efforts, make connections to existing initiatives, and gather feedback;
- Briefed on the status of the 2018 elections process;
- Received an overview from President Carl Elefante, FAIA, on efforts to further align the Board and Strategic Council leadership, and were charged to provide feedback to the Board on the 2018 Convention resolutions;
- Received an update on management activities from EVP/Chief Executive Officer Robert Ivy, FAIA; and
- Provided "playbacks," or brief report-outs on the progress of the work groups' efforts and their intended major goals.

The assembly started with each work group presenting a four-minute overview of their group's work, responding to the following questions:

- What have been the key findings of the work conducted to date?
- What is the big goal? What is the work group proposing?
- How will it transform/impact AIA or the architecture profession?
- What will the work group do next?

Prior to the assembly, each work group was asked to submit a written progress report, sketches illustrating their ideas, as well as a brief, two-minute video explaining the efforts and progress of the group. Some groups elected to show their video as part of their oral remarks. The written reports and videos were shared via

Basecamp in advance of the assembly.

The meeting allowed work groups to have engaging sessions and collect feedback amongst each other on strengths, weaknesses, opportunities, and threats using a SWOT analysis. In addition, members of AIA staff were partnered with work groups to help make connections to existing initiatives and gather feedback relevant to other Institute bodies.

Work groups were also charged to assess their efforts using a SMART goal framework:

- S – Specific
- M – Measurable
- A – Attainable/Achievable
- R – Relevant
- T – Timely

Prior to adjourning, each work group was asked to present a "playback," or brief report-out on their progress from the assembly based on their SMART goal analysis.

Resolutions

At this assembly, President Carl Elefante, FAIA, charged the Council to review the Convention resolutions approved by the delegates at the 2018 annual meeting with the intent to provide feedback to the Board on courses of engagement, including action by the Council on the resolutions.

The resolutions approved by the delegates and requested to be reviewed by the Council were:

- Resolution 18-3, Diversity Pipeline and National Representation
- Resolution 18-4, Clarifying and Reconciling AIA Policy Statements on Codes and Sustainability / Resilience
- Resolution 18-5, Blueprint for Better Communities: Implementation of the New Urban Agenda in the Architectural Profession
- Resolution 18-6, Supporting Emerging Professionals
- Resolution 18-7, Repositioning, Member Value, and a Study of AIA Regions

- Resolution 18-16, Amendment to the Code of Ethics and Professional Conduct to require the equitable treatment of design professionals and staff of diverse backgrounds and identities, and to prohibit abuse and harassment within our professional community

The Council conducted a survey on these resolutions as to the desire for Council to review, and interest from Councilors to participate in, a work group or task force to study the resolution and offer recommendations. The results from the survey clearly indicated the greatest interest was to study Resolution 18-7 by the Council.



July 14, 2018: Strategic Council at work.

Interview with Class Representatives

The Strategic Council Class Representatives were elected by their respective classes. They represent the voice of their classmates and part of the Strategic Council Steering Committee.

Yu-Ngok Lo (YL): Tell us about your experience as the Class Rep this year.

Tom Liebel (TL) Class of 2020: My experience has been quite excellent this year. As we are the “new” class in the Council, it has been a great way to plug into the activities of the Council and learn from those who have been around for a couple of years. I really didn’t know what I was in for when I signed on as Class Rep, but it has been a tremendous opportunity for growth and engagement.

Luke McCary, AIA, Class of 2019: First of all I was honored to be selected as the Class Representative and have extremely enjoyed serving as class rep. It’s been very enlightening to participate in conversations with the AIA President Carl Elefante, AIA President Elect Bill Bates, Jaime as Moderator and the Chairs of the different committees. It really helped me get a better understanding of how the Council and Board work together and the huge amount of effort that takes place outside of our meetings and calls.

Donna Kacmar (DK) Class of 2018: I have enjoyed being the Class of 2018 Representative this year. I am basically the organizer for our monthly phone calls and help make sure all Councilors have good information. We have a great class, with one member being the moderator this year and another getting elected to the board.

YL: How do you see your role as the Class Rep potentially evolving in the future?

TL: I think the role can continue to evolve to act as both a point of contact to disseminate information from the moderator and board, and to communicate thoughts, ideas, and concerns from the class to the leadership of the institute. I think more robust communication will continue to flow in both directions.

LM: I believe the Council as a whole has evolved by leaps and bounds and I am excited to see how we continue to grow. I hope that future Class Reps will become more integrated into the planning and execution process of the Council and also improve on sharing our knowledge with the future Class Reps.

DK: My role will not evolve as my term is ending. I think the class organization is one more way to make sure communication channels are open and ideas can be shared.

YL: How are the initiatives/things discussed in the Strategic Planning Committee being communicated to the class members?

TL: During the Steering Committee calls I take notes and pass those comments and questions on to the class through a memo sent through Basecamp and follow up as questions are generated by class members. These items are then discussed during our class conference calls, which occur (roughly) monthly. The class calls are used to discuss items that have come up with the Steering Committee, within the Workgroups, and other topics that class members have been thinking about.

LM: The Class of 2019 holds a conference call the Monday after the Steering Committee call. At that time I give a download of what took place on the Steering Committee call and facilitate discussion on any issues or events we may be tackling. We also use this time for our Classmates to report out on any events or committees that they participate in.

DK: At each monthly class call we talk about what each councilors’ experiences are with our AIA entities including committees, KCs, etc.

YL: Tell us about some of the things you do as a class? What’s the dynamic and culture of the group?

TL: One of the extraordinary things about the Strategic Council is recognizing that we have only met in-person three times, yet we are incredibly tight and have developed an easy camaraderie. I am constantly astounded by the depth of knowledge, experience, and enthusiasm for the built environment that each member of the class exhibits. Governance Week last year reminded me a lot of the first week of my freshman year in college—meeting a new group of talented folk who share a common passion and recognizing that some of these people will become some of your closest friends

and collaborators over time. We've just really started to collaborate as a class—first by creating our class pin, coin, and motto, and now by looking forward and starting to map out how we might be able to influence the direction and activities of the Council as we move into our second, then third years of service.

LM: As a whole we are a really fun group of people who are passionate about the AIA. We love having a good time together while we discuss the opportunities and responsibilities that come along with being on the Strategic Council. There's never a shortage of volunteers to help one another, to support each other and to elevate each other to be the best possible AIA Leader.

DK: Our monthly class calls give us a chance to share and discuss any issue that has come up. Since we are a friendly group, sharing with classmates is a good first step to decide on an approach for the next steps. We also like to gather for lunch, dinner, or happy hour!

YL: *Anything else you would like to add?*

TL: We look forward to continued growth and development as a class as we move into our second year on Council.

LM: The past 2 years on Council have been an amazing experience and I can't wait to see what the future holds for the Council and AIA.

DK: We plan to share our "lessons learned" with everyone in December. We also all agree that the best part of our service to AIA these past three years has been getting to know our other Councilors across the country.



Tom Liebel, FAIA

Tom Liebel, FAIA, is a vice-president with Moseley Architects, and has been involved in integrating sustainable design principles into a variety of groundbreaking adaptive use and historic preservation projects over the past 20 years, with these projects recognized with multiple awards for design, smart growth, sustainable design, and historic preservation.

Tom is involved in ongoing research exploring the relationship between sustainability, preservation, and urban design, with a particular emphasis on the use of urban adaptive use projects to promote neighborhood revitalization and civic engagement.

Tom served two terms as chair the Maryland Green Building Council, serves on the Maryland Advisory Council for Historic Preservation, chairs Baltimore's Commission on Historical and Architectural Preservation, and serves on The American Institute of Architect's Strategic Council.



Luke McCary, AIA

Luke McCary, AIA, brings a long history of AIA leadership, and is Regional Representative to the Strategic Council (2017-2019) and currently serves as the 2019 Class Representative. Recent Council research efforts have focused on elevating Public Awareness of the profession. Luke has the distinction of being the youngest member elected to President of AIA South Carolina (2013), where he spearheaded the states 'Kids in Architecture' program, and a partnership program with the Columbia Museum of Art. Luke is Director of Architecture for Pond & Company's Columbia, SC office and graduated Cum Laude from Virginia Polytechnic Institute.



Donna Kacmar, FAIA

Donna Kacmar, FAIA, is a professor at the University of Houston, where she teaches architecture design studio and directs the Materials Research Collaborative (MRC). She practices architecture and has written two books: *BIG Little House*, published by Routledge in 2015, and a forthcoming work on Victor Lundy, to be published by Princeton Architectural Press in 2018. Kacmar also serves on the AIA Equity and Future of Architecture Committee.

Louise Blanchard Bethune Fellowship

In 2016, the Council inaugurated the first Strategic Council Louise Blanchard Bethune Fellowship in recognition of the Councilors' significant contribution to AIA and the profession. We reached out to former Council member, Jessica Sheridan, AIA, who was integral to the creation of this recognition.

Yu-Ngok Lo (YL): Tell us a bit about the history of the Strategic Council Louise Blanchard Bethune Fellowship?

Jessica Sheridan (JS): The Strategic Council unanimously approved the Louise Blanchard Bethune Fellowship on July 19, 2016. Reserved for members on the Strategic Council, this fellowship serves as recognition of their service and signifies their continued commitment to the mission of AIA and Strategic Council as Louise Blanchard Bethune Fellows. This honor, similar in spirit and significance to the Richard Upjohn Fellowship, symbolizes a high level of dedication to the advancement of the profession of architecture and celebrates the distinctive role of Strategic Council leadership in the profession of architecture. Louise Blanchard Bethune Fellows act as advisors and ambassadors to AIA beyond their term of service on the Strategic Council.

As a growing brain trust for The American Institute of Architects, the Louise Blanchard Bethune Fellowship charges leaders completing their term on the Strategic Council to further the work of AIA and Strategic Council. Bethune Fellows are ably prepared and positioned to act as Strategic Council ambassadors to organizations working on the world's most pressing challenges. Bethune Fellows may represent AIA in positions on advisory boards or boards of directors and councils linking AIA directly to the initiatives and visions laid out by the Strategic Council. Bethune Fellows represent AIA leadership in these roles bringing the legacy of their terms from the Strategic Council.

YL: What was your motivation to found this fellowship?

JS: With the creation of the Strategic Council, which is empowered as the primary generative body of AIA, the Louise Blanchard Bethune Fellowship symbolizes a shift in our own professional culture—the way we think, act, and behave to transform the way that the public regards

architects and architecture. The Louise Blanchard Bethune Fellowship represents this momentous change in our culture and challenges AIA's Strategic Council to be relevant in a changing world; uphold the forward-thinking vision laid out in the strategic plan to drive positive change through the power of design; and act as ambassadors to the profession and to society.

YL: Why did you name the fellowship after Louise Blanchard Bethune?

JS: The Louise Blanchard Bethune Fellowship is named for the first American woman recognized as a professional architect, and the first female to be elevated to Fellowship in The American Institute of Architects. An architectural vanguard, Bethune ushered in a new future for the profession and society. Bethune practiced architecture as a partner at Bethune, Bethune, and Fuchs in Buffalo, New York, during the late 19th century. She challenged the status quo of the profession and set new standards for architectural practice.



Interview with past Council Moderator

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

Yu-Ngok Lo (YL): How do you see the Strategic Council evolving in the next three years?

Jason Winters (JW) 2017 Strategic Council

Moderator: The Strategic Council is positioning itself to continue to make great strides in the years to come under current moderator Jaime Sobrino. In this year's Strategic Council, there is a highly motivated group of individuals who are committed to ensuring the prosperity of AIA, and are continuing to inform and connect while concurrently seeking to consult and understand the pressing issues and opportunities facing the profession. I believe it is critical to shape the future of the Strategic Council in consideration of its ongoing evolution from this framework. In the first two years, moderators Lanny McIntosh and Dan Hart provided incredible guidance to our process in 2017 as the Strategic Council matured toward a meaningful body in AIA. We saw the Strategic Council take great strides in implementing the repositioning of AIA while at the same time carrying out important work in the interest of membership. With multiple entities at the national level, communications are imperative to the success of our interworkings and the perceptions of our components and individual members. During my term as moderator, this was a specific area where we focused on the Strategic Council's framework for the healthy exchange of information, increased visibility, and transparency of our work and actions. This trajectory hopefully continues to evolve along a path of prosperity for the Strategic Council as a working body, but as important to demonstrate the Strategic Council's vital relevance to AIA components and membership at large.

YL: What was your greatest achievement as the Strategic Council Moderator?

JW: Thriving on the energy and momentum that moderator Dan Hart brought to the position in 2016, my intent was to build upon that great work and continue

to champion positive changes that could provide added value to the Strategic Council. We worked to identify individual talents and experiences and then utilize them to the fullest extent possible to strengthen our voice and cultivate our work culture. Together we shaped the role of the Strategic Council and what it is going to become. At that time, the similarities between the concentrations of the Strategic Council and the National Conversations Report signaled to me that we had our pulse on the preoccupations of our membership. We moved forward with purpose and developed more efficiency in our procedures and processes. Strategic Council membership transition improved, and we continued to look for opportunities for greater integration and amalgamation of our working efforts. Outside the Strategic Council, we were persistent in expanding our communications within AIA and our visibility in the public realm.

In terms of process, our approach in 2017 sought to integrate an innovative work stream model that considered previous and current content while offering the ability to address new topics that could emerge at any time during the course of the year. It was a structured framework with an open system of design that allowed the Strategic Council to continue its previous efforts and simultaneously advance new work. It allowed us to share our work-in-progress and our activities throughout the year with a wide segment of the membership, components, and Institute bodies. In that regard, we took a significant step to increase our knowledge exchange and connect with the Institute. The Strategic Council committed to increased communications and outreach with not only AIA's national Board, but the entire body of AIA. We were 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. I am hopeful that these achievements

ultimately helped to cement the legacy of Strategic Council activities that represent its fundamental vitality envisioned by the repositioning of the Institute.

YL: What is the most significant challenge facing the Strategic Council in its work?

JW: As a resilient organization, AIA has capably represented the interests of its members for more than a century and a half. But, as a future-focused organization, AIA must become as nimble as it has been resilient. The Strategic Council was formed with that purpose in mind. 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 me, this is about identifying and understanding topics across a wide spectrum that considers highest member value and organizational strategic planning. The Strategic Council must collaborate with the knowledge and experience of the entire institute including members, other institute bodies, and the Strategic Council itself. It also must look 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 in itself is a challenge as it requires constant and continuous efforts to connect, consult, and understand the present and future landscape of our profession and the pulse of the membership. For the Strategic Council to continue to succeed, I believe it must continue to develop robust multifaceted channels of constant communication and engagement.

YL: How can the Strategic Council continue to improve?

JW: My work on the Strategic Planning Committee in 2016 provided an opportunity to study AIA organizational processes and workflow. We reviewed the 2016-2020 Strategic Plan and associated Companion Document and mapped the Goals, Initiatives, Objectives, Supports, and Tools from these publications to the actions and work of the Strategic Council. The visualization offered insight into the preoccupations of the Strategic Council and how we could further devote our efforts. For me, it also suggested that we spend time formulating a framework for the evaluation of Strategic Council actions

and outcomes. I believe it would be productive for the Strategic Council to develop both quantitative and qualitative matrices to assess the products of our work and the issues we determine relevant to our membership. Having defined measures of success for Strategic Council work improves overall effectiveness, establishes expectations, delineates schedules, and ties the work closer to that of AIA's Board and the annual operating budget. Furthermore, within this structure, collective output can be assessed at a higher level of deliberated understanding. It inherently forces simultaneous consideration of the big picture through ideation while contemplating potentially actionable items that can be exchanged with AIA's Board. By taking on performance measurement, the Strategic Council could have a greater understanding of the trajectory of key initiatives and strategies, and it would allow constant monitoring of progression on goals concurrently with the Strategic Plan and other sources of the Strategic Council's work.

YL: What advice would you give to the 2019 Strategic Council Moderator?

JW: For me, the most important responsibilities of Strategic Council Moderator are active listening, stage-setting, and building the culture of the Strategic Council. These responsibilities ensure that the Strategic Council embarks on its mission proactively, optimistically, and with mechanisms of best practice in place. I believe the Moderator should serve first as Strategic Council members' advocate with attentiveness to opinions, feelings, and facts for the overall promotion of mutual understanding amongst the group. In this, engagement is directed by the measure of shared knowledge and ultimately the creation of content. Progress as a Strategic Council is contingent on the content and context with which it addresses organizational goals. The Moderator is responsible to coordinate, prepare, and organize this information without prejudice, and then to devise a dynamic environment for facilitating this information with the entire Strategic Council. For me, this requires a neutral and objective position that does not impose itself on Council members, but rather seeks their active engagement to set the agenda, disseminate information, and develop meaningful outcomes. In this way, the

Moderator becomes responsible for the creation of an environment for these activities to not simply take place, but rather to thrive.

YL: How can the Strategic Council best inform AIA membership what it is working on?

JW: The core mission of the Strategic Council is to advance the profession of architecture by informing the Institute of important professional issues and opportunities. Any opportunity to integrate member perspectives is important to shaping the context within which the Strategic Council operates. Those experiences provide valuable feedback and Councilors should take every opportunity to participate in these collaborative efforts. In this context, the best way to inform AIA membership of what the Strategic Council is working on is to engage them in the process and the effort from the onset. With this approach, the work becomes more robust and comprehensive while at the same time bridging the communication gap with AIA membership at large.

I believe members of the Strategic Council should be given support to directly engage the membership for input and feedback. If we were to conceive of Strategic Council members as ambassadors of the national organization, it could provide a purposeful conduit to individual members and components. In-person, high touch experiences are what brings names, faces, and identity to AIA's national community. We are in an age where the communication type can be more important than the communication itself. In fact, the Strategic Council itself experiences this as well in seeking out time as a group to physically meet, interact, and communicate in-person. The same condition is true of our components and membership, so we cannot expect barrages of digital communications to have the emotional connection that happens in-person. The Strategic Council should focus on direct member engagement to build lasting relationships

and sustain a healthy organizational culture. Visiting component leadership and individual members at their locations signals a level of commitment to AIA national's outreach efforts and exhibits a proactive engagement from Strategic Council members. With a resourced implementation plan the Strategic Council can conduct a robust outreach initiative that will resonate with our membership increasing our communications, visibility, and relevance.

YL: Any other thoughts on the Strategic Council?

JW: I have been involved with AIA at the local, state, and national level. I started as a board member of AIA Chesapeake Bay, eventually serving as chapter President. I continued with AIA leadership at the state component as a director and ultimately as President of AIA Maryland. At the national level of AIA, in addition to the Strategic Council, I served on the Board Advocacy Committee, Continuing Education Committee, Public Awareness & Advocacy Committee, Strategic Planning Committee, and the Federal Architecture Task Group. I believe these collective experiences enabled me to engage AIA through multiple lenses, each providing a unique perspective from the celebrated multiplicity of our membership. Looking back, this experience formed a solid basis to take on the role of Strategic Council Moderator. In fact, 2017 was an incredible journey in AIA leadership for me, and I am forever grateful to everyone that supported our work on the Strategic Council. I will always hold dear the people I was fortunate to interact with that year and the very fond memories of serving as the Strategic Council Moderator.



Jason Winters, AIA

Jason Winters, AIA, is a founding principal of the architectural design firm Kezlo Group and an adjunct faculty member at the University of Maryland School of Architecture Planning and Preservation. He started at the local level in 2002 as a board member of the AIA Chesapeake Bay chapter and served as chapter president in 2008. Engagement with the state component as a director followed, leading up to his service as president of AIA Maryland in 2014. In 2015, Winters began his role as Mid-Atlantic Regional Representative to the Strategic Council where he served as Moderator in 2017.

Strategic Council staff



Pamela L. Day, Hon. AIA

Pam Day, Hon. AIA, is the corporate secretary and managing director of governance administration for AIA. She works directly with AIA elected officers and management to advance AIA's governance model. Pam has been with AIA for 20-plus years, after having served as the executive director of The American Institute of Architecture Students (AIAS) from 1998-2003.



Elizabeth Wolverton

Elizabeth Wolverton is the director of governance at AIA, managing Board of Directors and Strategic Council programs and serving as a point of contact for all communications related to the Institute's governance. Prior to this role, she worked on the Brand and Engagement team, where she worked specifically with Honors & Awards. Elizabeth majored in English at Longwood University and went on to graduate from Old Dominion University with a Master of Public Administration degree.

2018 Strategic Council calendar

2017	December	2017 Board of Directors / Strategic Council joint meeting, Washington, DC
2018	March	Council webinar Council Assembly at Grassroots, San Diego, CA
	May	Council webinar
	June	A'18 Conference on Architecture, New York, NY
	July	Council Assembly, Madison, WI
	August	Council webinar and Council election
	September	Presentation of the Council's work to the Board of Directors
	October	Council webinar
	December	2018 Board of Directors / Strategic Council joint meeting, Washington, DC



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