

STRATEGIC COUNCIL

Yearbook 2019

the End in Mind
inspirational goals in the strategic innovation process.

Head of Creative Brand Management, VCU Brandcenter

AIA

AIA

Michael L. Elliott, AIA
AIA Illinois

AIA
Jeff D. Andrea, AIA



AIA

STRATEGIC COUNCIL YEARBOOK 2019

A PUBLICATION OF THE STRATEGIC COUNCIL COMMUNICATION COMMITTEE

2019 STRATEGIC COUNCIL COMMUNICATION COMMITTEE

Belinda Stewart, FAIA (Chair)
Darren Heine, AIA
Judy Johnson, AIA
Brynnemarie Lanciotti, AIA
Yu-Ngok Lo, FAIA
Luke McCary, AIA
Joyce Owen, FAIA

2019 YEARBOOK EDITORIAL TEAM

Yu-Ngok Lo, FAIA (Editor-In-Chief)

THE AMERICAN INSTITUTE OF ARCHITECTS
1735 New York Ave., NW
Washington, DC 20006-5292



AIA

TABLE OF CONTENTS

03

2019 COUNCIL
MODERATOR'S
NOTE

05

2019 COUNCILORS

19

2019 STRATEGIC
COUNCIL
COMMITTEES

21

2019 WORKGROUPS

27

2019 RESOLUTION
TASKFORCE

29

2019 RESOURCE
GROUP

47

COUNCIL
COMMUNICATIONS

49

INTERVIEW WITH 2019
COUNCIL MODERATOR

51

INTERVIEW WITH
CLASS 2021
REPRESENTATIVE

53

LOUISE
BLANCHARD
BETHUNE
FELLOWSHIP

57

2019 STRATEGIC
COUNCIL CALENDAR

COUNCIL MODERATOR'S NOTE

2019 was a milestone year for the Strategic Council. It was the fifth year since our formation, and as dictated by the calendar, we embarked on the development of a new Strategic Plan for the Institute. This work was the center of attention for the Council throughout 2019, and was a task of the Council-as-a-whole, not just a committee or working group. Fully fifty percent of our face-to-face time during 2019 was committed to exploring and developing the new Strategic Plan. In fact, the work commenced in earnest during Governance Week in December of 2018, and will continue into the first half of 2020. It is truly a significant study, and we expect that it will offer great insight to the Institute as it moves forward into the roaring twenties.

As a milestone year for the Council, 2019 commenced with a retrospective look back. In August of 2018, shortly after the election of the 2019 President-Elect and the 2019 Moderator-Elect, 2018 President Carl Elefante, FAIA convened a meeting of all the past, current, and incoming Moderators. We met with 2018, 2019 &

2020 Presidents, key staff, and the Institute repositioning consultant. The purpose of this meeting was to take an objective look at where the Council had been, what is was currently doing, and how it could best move forward. One specific take away from that meeting was a desire to align a portion of the work of the Council with issues of immediate concern to the Institute. Those issues formed the basis for additional study for the Council throughout 2019. Most notably, the Council Transforming Architectural Education Work Group assisted the Board by providing a detailed assessment of the NAAB 2019 Accreditation Review Forum materials. This assessment helped inform the conversations brought to the table by the Board during ARF'19. The Council TAE Work Group also assisted with the review of the outcomes of the ARF'19.

Another alignment goal was the assistance of the Council with certain Resolutions from the 2018 Annual Meeting. Specifically, the Council was instrumental in the Regions Resolution, the Equity and Diversity Resolution, and the Emerging Professionals Pipeline Resolution. Furthermore, when the Board adopted the "Big Move" at its 2019 Annual Retreat, the Council already had a Work Group in place examining the issue of the need for urgent climate action. And, when the 2019 Delegates adopted a Resolution for Urgent and Sustained Climate Action, the Council Work Group was positioned to contribute immediately to that conversation.

All the above took place while the Council continued its charge to inform the Board and other Institute bodies of important issues and opportunities through the study of its Work Groups and Committees; Transforming Architectural Education, Professional Development, The Next Big Thing with its four Sub-Groups: Forecast Knowledge, Big Data, XR, and Innovative Business Models. Each group provided a significant body of study that will be of ongoing value to the Institute.

Together, the work outlined above describes a particularly robust agenda for 2019. I am deeply indebted to all the Councilors for their hard work and dedication to the task we set out upon for the year. I was humbled to assist them in their work as the 2019 Moderator, and I look forward to the future work of the Council, which I am sure will only get better with time.



Bruce D. Turner, AIA

is a sole practitioner architect who lives and works in Vineland, NJ, and recently joined the Cumberland County Improvement Authority, in Millville, NJ, as a Construction Manager. He is a graduate of the University of Notre Dame. Bruce is the 2017-2019 AIA New Jersey Regional Representative to the national AIA Strategic Council, and was the 2019 Moderator of the Strategic Council. He was president of AIA South Jersey from 2000-2016, and is the long-time and current co-chair of the AIA New Jersey Public Awareness Committee. In 2005 he was president of AIA New Jersey. He was the 1998 recipient of the AIA New Jersey Young Architect of the Year Award, and the 2009 recipient of the AIA New Jersey Distinguished Service Award.

2019 STRATEGIC COUNCILORS



Jody Andres, AIA
Hoffman Planning, Design & Construction, Inc.
2019-2021 Regional Representative, North Central States



Melinda (Mindy) J. Aust, AIA
2019-2021 Regional Representative, Central States



Zaida Basora Adrian, FAIA
Huitt-Zollars Architecture
2019-2020 At-large Representative



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



William (Bill) J. Bates, FAIA
2019 President



Gina Bocra, AIA
NYC Department of Buildings
Technical Affairs Unit
2019-2020 At-large Representative



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



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



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



Sarah Curry, AIAS
Transform Global
2019 Student Representative



Betsy del Monte, FAIA
Cameron MacAllister Group
2018-2020 Regional Representative, Texas



Paul M. Dennehy, AIA
Dennehy Architects
2019-2021 Regional Representative, Texas



Carl Elefante, FAIA
Quinn Evans Architects
2018 Immediate Past President



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



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



Nela De Zoysa, Hon. FAIA, Intl Assoc., AIA
2019 - 2020 At-large Representative



Brenden D. Frederick, AIA
Becker Morgan Group, Inc.
2019-2021 Regional Representative, Middle Atlantic



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



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



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. Itzen, AIA
Huitt-Zollars, Inc.
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



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



Laura A. Lesniewski, AIA
BNIM
2018-2020 Regional
Representative, Central States



Thomas A. (Tom) Liebel, FAIA
Moseley Architects
2018 - 2020 Representative,
Middle Atlantic



Richard C. (Rik) Master, FAIA
EcoSculpt Architects LLC
2017 - 2019 Regional
Representative, Illinois



Danielle McDonough, AIA
CambridgeSeven Associates
2019 - 2021 Regional
Representative, New England



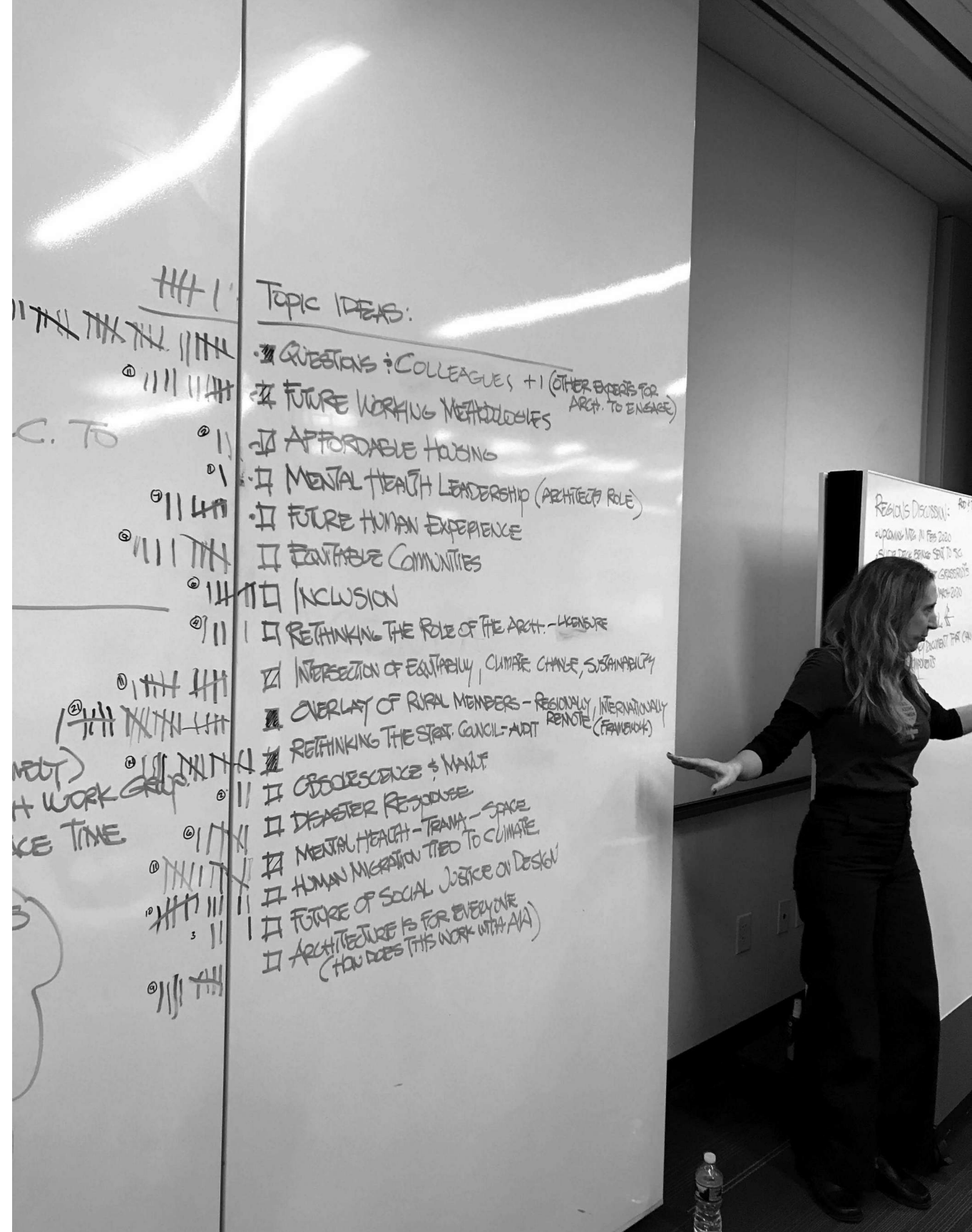
Becky Magdaleno, CAE
2019 CACE Representative



Luke McCary, AIA
Pond & Company
2017 - 2019 Regional
Representative, South Atlantic



Ross J. Miller, Assoc. AIA
2019-2020 At-large Representative



TOPIC IDEAS:

- QUESTIONS + COLLEAGUES + 1 (OTHER EXPERTS FOR ARCH. TO ENGAGE)
- FUTURE WORKING METHODOLOGIES
- AFFORDABLE HOUSING
- MENTAL HEALTH LEADERSHIP (ARCHITECT'S ROLE)
- FUTURE HUMAN EXPERIENCE
- EQUITABLE COMMUNITIES
- INCLUSION
- RETHINKING THE ROLE OF THE ARCH. - LICENSURE
- INTERSECTION OF EQUITY, CLIMATE CHANGE, SUSTAINABILITY
- OVERLAY OF RURAL MEMBERS - REGIONALLY INTERNATIONALLY REMOTE (FRANCHISES)
- RETHINKING THE STATE COUNCIL-AUDIT
- RESILIENCE & EQUITY
- DISASTER RESPONSE
- MENTAL HEALTH - TRAUMA - SPACE
- HUMAN MIGRATION TIED TO CLIMATE
- FUTURE OF SOCIAL JUSTICE ON DESKTOP
- ARCHITECTURE IS FOR EVERYONE (HOW DOES THIS WORK WITH AIA)



Joyce Owens, FAIA
Architecture Joyce Owens LLC
2019-2021 Regional
Representative, Florida /
Caribbean



Stephen N. Parker, AIA
Smith Group
2019-2020 At-large Representative



Constantine (Dino) Sakellar, AIA
2019-2021 Regional
Representative, Western Mountain



Patrick Panetta, AIA
Arizona State University
University Real Estate
Development
2018 - 2019 Treasurer



Yiselle Santos Rivera, Assoc. AIA
HKS Inc.
2019 Associate Representative



Brian A. Sehnert, AIA
bVerdant Consultant
2019-2021 Regional Representa-
tive, California



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



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



Walton (Walt) R. Teague, FAIA
TFF Architects & Planners, LLP
2019-2021 Regional
Representative, South Atlantic



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



Terry L. Welker, FAIA
Chief Building Official
City of Kettering
2019-2021 Regional
Representative, Ohio Valley



Jason Winters, AIA
2019-2020 Secretary



Willy L. Zambrano, AIA
2019-2021 Regional
Representative, New York



Gregory A. Yager, FAIA
CallisonRTKL International Ltd.
2019-2021 Regional Representative,
International



2019 STRATEGIC COUNCIL

Planning for 2020 at 2019 Governance Week



2019 STRATEGIC COUNCIL COMMITTEES

STEERING COMMITTEE

Bruce Turner, AIA (Council Moderator)
Jane Frederick, FAIA (First Vice President)
Brian Frickie, AIA (Strategic Planning Committee Cochair)
Jana Itzen, AIA (Strategic Planning Committee Cochair)
Nathan Butler, AIA (Best Practices Committee Chair)
Belinda Stewart, FAIA (Best Practices, Communication Subcommittee Chair)
Scott Busby, AIA (Class of 2019 Representative)
Michael Elliott, AIA (Class of 2020 Representative)
Thomas Liebel, FAIA (Class of 2020 Representative)
Stephen Parker, AIA (Class of 2021 Representative)
Yiselle Santos Rivera, Assoc. AIA (National Associates Committee Representative)

STRATEGIC PLANNING COMMITTEE

Brian Frickie, AIA (Cochair)
Jana Itzen, AIA (Cochair)
Scott, Busby, AIA
Jane Frederick, FAIA
Nate Hudson, AIA
Danielle McDonough, AIA

BEST PRACTICES COMMITTEE

Luke McCary, AIA (Cochair)
Jeff Stivers, AIA (Cochair)
Melinda Aust, AIA
Nathan Butler, AIA
Jeffrey Ferweda, AIA
Judy Johnson, AIA
Bryan Sehnert, AIA
Belinda Stewart, FAIA

COMMUNICATION SUBCOMMITTEE

Belinda Stewart, FAIA (Chair)
Brynnemarie Lanciotti, AIA
Judy Johnson, AIA
Darren Heine, AIA
Joyce Owen, FAIA
Yu-Ngok Lo, AIA
Luke McCary, AIA

2019 WORKGROUPS

NEXT BIG THING - INNOVATIVE BUSINESS MODELS

The Innovative Models Work Group is in the process determining how advances in technology, client demands and the changing demographic of our professions will influence the practice and delivery of architectural services in the future.

These influences include exploring:

- Encouraging carbon neutral building design and the opportunities that creates for delivering innovative design services
- Creating and fostering environments for encouraging research and development in architectural practices.
- Understanding the direction of architectural education and how those skills will enhance and broaden the practice of architecture in the future.
- Diversifying the architectural business model and how that results in more creative design solutions that has a broader benefit and reach to society and the built environment.

Judy Johnson, AIA (Co-convener)

Brenden Frederick, AIA (Co-convener)

Michael Skolnick, AIA

Jody Andres, AIA

Yiselle Santos Rivera, Assoc AIA

Beau Frail, AIA

Bruce Turner, AIA

Jeff Ferweda, AIA

NEXT BIG THING - DIGITAL XR

The AIA Strategic Council's Digital Cross Reality (XR) Work Group has embraced Digital Transformation Practice (Virtual/Augmented/Mixed Reality and Artificial Intelligence) as the foundation for the expression and future of our profession.

- Design Excellence through next generation technology and shared Big Data will empower architects as change agents for the industry.
- The art, science and sociology of making the resilient buildings of the future requires that Architects diligently collaborate with our engineering and construction partners through technology and business.
- The AIA is an institute of leaders. It is poised to be the authoritative and trusted resource for building data collection, validation of metadata and its distribution. It must lead the efforts with our industry partners or face irrelevance.

Phil Bona, AIA (Co-convener)

Rik Master, FAIA (Co-convener)

Jeff Ferweda, AIA

Scott Busby, AIA

Willy Zambrano, AIA

2019 WORKGROUPS (CONT.)

NEXT BIG THING - FORECAST KNOWLEDGE

The Forecast Knowledge Workgroup focused the following initiatives:

- Align A'19 Big Move with all AIA portfolios
- Sustained and Impactful Climate Leadership
- Decarbonization Now via Climate Action Plan
- Position AIA as a global knowledge resource
- Design Leadership = Climate Leadership

Paul M. Dennehy, AIA (Co-convener)

Becky Magdaleno, AIA (Co-convener)

Melinda J. Aust, AIA

Carl Elefante, FAIA

Liz Gibbons, AIA

Tom Liebel, FAIA

Betsy de Monte, FAIA

Joyce Owens FAIA, RIBA

Brian Sehnert, AIA

NEXT BIG THING - BIG DATA

Big Data will transform our profession, our products, our people and the way we do business, and impact our traditional practice,

- Increase revenue stream for AIA and its members, Data Informed design to improve quality design/decisions and reduce risk, Mining data for the practice of Architecture, Provide new career paths and practice models, Partnership opportunities, Normalizing data.
- New Technologies will transform our role both positive and negative. Lack of equity makes
- Architecture less desirable for people the profession needs to attract (Data Scientists). Evolving Standard of Care, Have /Have nots: based on levels of investments (Firms)
- Develop new tools and standards. (Digital Standards and Practice) Establish Digital Ethic Standards for Practice. Create professional opportunities for non- traditional architects (Diversity Planet and Climate Impact, Data Science). Data as a revenue stream (Subscription services, i.e. Masterspec). Increase financial equity for members /AIA
- Intent of 'Data' for the good of society, Data must be anonymous. Data Standards for professional data vs other sources, (AIA Graphic Standards for Data). Data must comply with AIA Code of Ethics and Professional Standards

Gregory A Yager, FAIA

Nathan Butler, FAIA

Dino Sakellar, FAIA

Stephen Parker, AIA

2019 WORKGROUPS (CONT.)

PROFESSIONAL DEVELOPMENT

Definition - Any experience contributing to the growth of an architect or architect-to-be, across their entire career arc. To improve Professional Development offerings WHAT IF AIA...

- Organized and Curated all Prof. Dev. offerings, knowledge and tools?
- Created Prof. Dev. offerings focused on Engagement and Mentorship opportunities?
- Created a “Virtual Concierge” to suggest Prof. Dev. Offerings based on members interests?
- Developed digital tools more aligned with the way Emerging Professionals access info?

Jeffrey C. Stivers, AIA -(Co-convener)

David Huotari, AIA (Co-convener)

Zaida Basora, FAIA

Belinda Stewart, FAIA

Walt Teague, FAIA

Jessica Parmenter, Assoc. AIA (Collaborator)

Justin Patterson, Assoc. AIA (Collaborator)

TRANSFORMING ARCHITECTURAL EDUCATION

TAE Work Group has focused on answering four questions:

- What is architectural education?
- What skills will architects need in future decades?
- Who will architects be in the future?
- What is the pivot point when architectural education will need to be dramatically changed to address new skill requirements?

Kelly Hayes McAlonie, FAIA (Co-convener)

Nathaniel Hudson, AIA (Co-convener)

Roderick Ashley, FAIA

Gina Bocra, AIA

Sarah Curry, AIAS

Nissa Dahlin-Brown, EdD, Assoc. AIA

Nela De Zoysa, Hon. FAIA

Darren Heine, AIA

Jana Itzen, AIA

Brynnemarie Lanciotti, AIA

Laura Lesniewski, AIA

Ross Miller, Assoc. AIA

Terry Welker, FAIA

2019 RESOLUTION TASK FORCES

RESOLUTION 18-3: DIVERSITY AND INCLUSION

Luke McCary, AIA

RESOLUTION 18-6: EMERGING PROFESSIONALS

Jana Itzen, AIA

Matt Johnson, AIA

RESOLUTION 18-7: STUDY OF REGIONS

Rod Ashley, FAIA

Bruce Turner, AIA

Terry Welker, FAIA

2019 RESOURCE GROUPS

CLIMATE RESOURCE GROUP

Nathan Butler, FAIA

Betsy del Monte, FAIA

Paul Dennehy, AIA

Carl Elefante, FAIA

Liz Gibbons, AIA

Laura Lesniewski, AIA

Tom Liebel, FAIA

Brian Sehnert, AIA

Greg Yager, AIA

HOUSING RESOURCE GROUP

Phil Bono, AIA

Scott Busby, AIA

Matt Johnson, AIA

Ric Master, FAIA

Bruce Turner, AIA

2019 STRATEGIC COUNCIL PARTICIPATION ON BOARD COMMITTEES

KNOWLEDGE COMMITTEE

Brian Frickie, AIA
Laura Lesniewski, AIA
Steven Parker, AIA

GOVERNMENT ACTION COMMITTEE

Michael Elliott, AIA
Dave Huotari, AIA
Matt Johnson, AIA

FINANCE AND AUDIT COMMITTEE

Zaida Basora Adrian, FAIA
Jane Frederick, FAIA
Matt Johnson, AIA
Patrick Panetta, AIA

PUBLIC OUTREACH COMMITTEE

Bill Bates, FAIA
Jane Frederick, FAIA
Brynnemarie Lanciotti, AIA
Belinda Stewart, FAIA

EQUITY AND THE FUTURE OF ARCHITECTURE

Betsy del Monte, FAIA
Yiselle Santo Rivera, Assoc. AIA
Michael Skolnick, AIA

SECRETARY'S ADVISORY COUNCIL

Nathan Butler, FAIA
Tom Leibel, FAIA
Becky Magdeleno
Yiselle Santo Rivera, Assoc. AIA
Jason Winter, AIA

SUSTAINABILITY LEADERSHIP GROUP

Betsy del Monte, FAIA
Carl Elefante, FAIA

2019 MARCH COUNCIL ASSEMBLY

Workgroup presentations

Council Assembly

March 5, 2019

QUESTIONS SHOULD WE ASK FIRST?

1. WHAT IS ARCHITECTURAL EDUCATION?
- ~~industry~~ industry
- experience

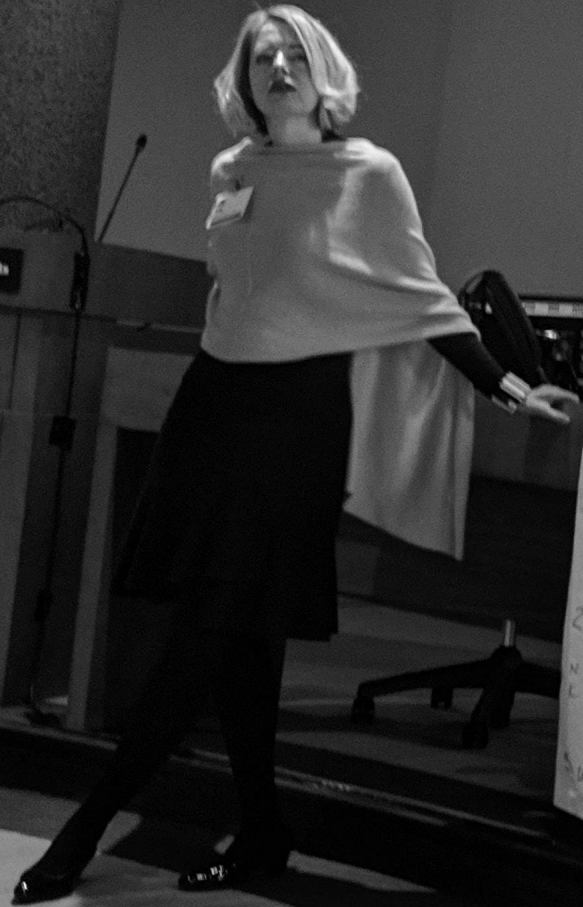
2. WHAT SKILLS WILL ARCHITECTS NEED?
- create methods/directories
- accessible available
- research data...
- how is it in 2020?
- who will we be in 2020?
- how will we be in 2020?
- how will we be in 2020?

4. WHAT IS THE PIVOT?
- benchmarking other professionals
- prototyping
- benchmarking other papers

5. WHO SHOULD BE PART OF THE UMBRELLA:
- Michelle Besso (CEO)
- [unclear] (CEO)
- Nessa D. Brown (CEO)
- Mike Waldhouse
- Stephen Medotal (CEO)
- Sarah Corey (CEO)

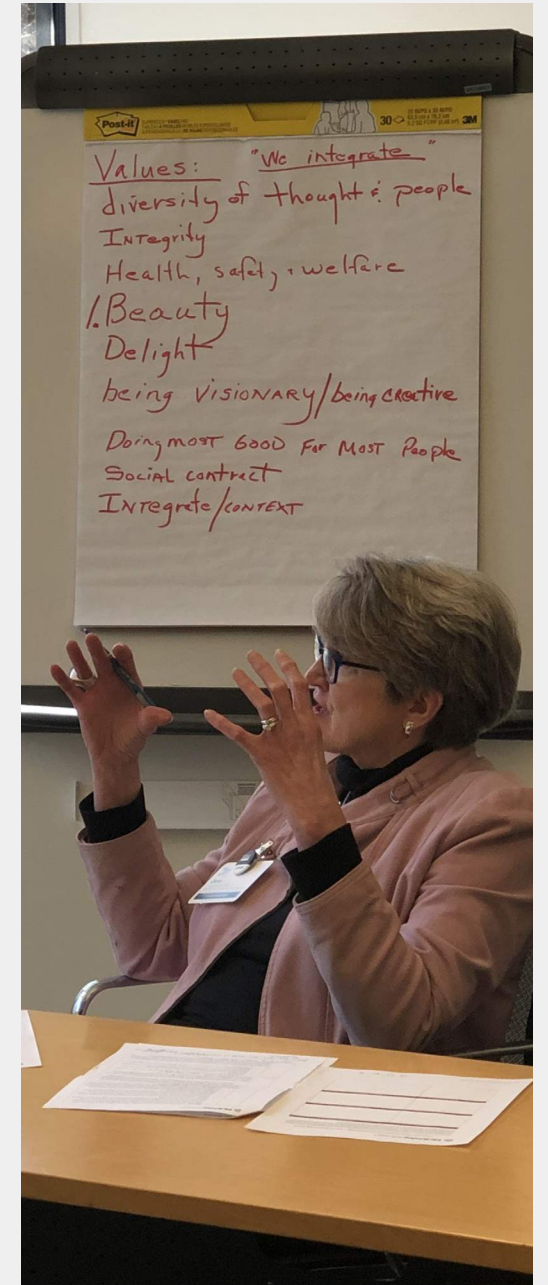
LAS VEGAS

WORKSHOPS:
- HE LEADERS
- EP'S
- ARCHITECTS



The American Institute of Architects

MARCH COUNCIL ASSEMBLY + GRASSROOTS (CONT.)



2019 GRASSROOTS

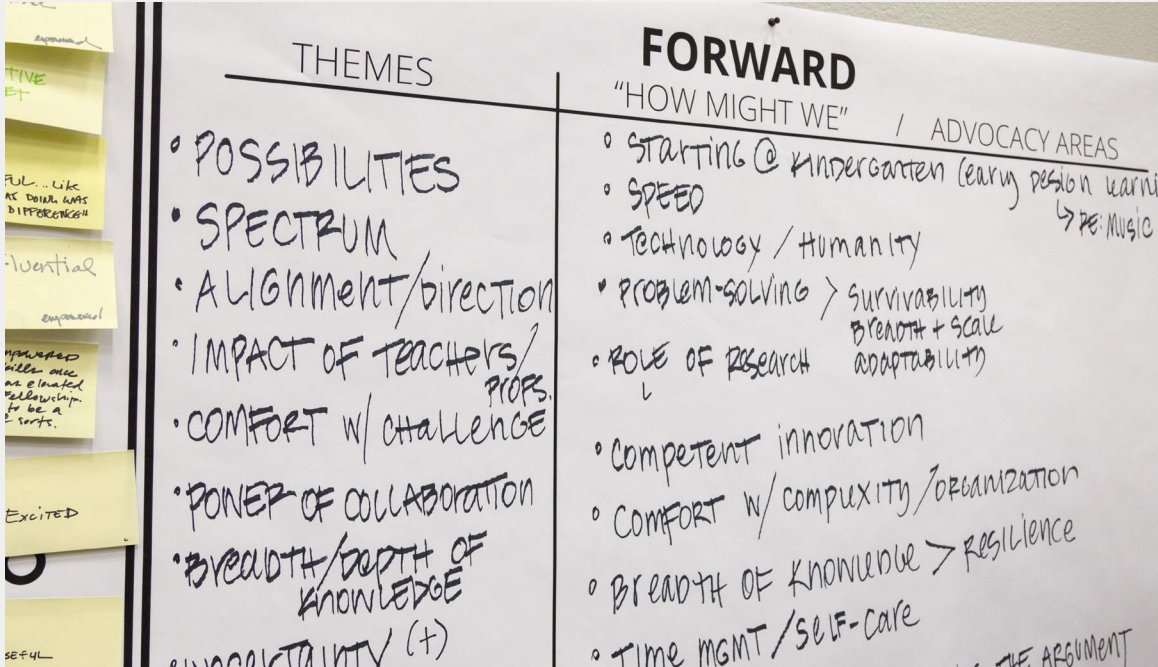
AIANY representatives visiting
Capital Hill



A'19 CONFERENCE ON ARCHITECTURE - LAS VEGAS



A'19 CONFERENCE ON ARCHITECTURE - LAS VEGAS (CONT.)



2019 AUGUST COUNCIL ASSEMBLY

Respondents sense a critical window for action around several issues

- Societal Issues**
 - Climate:** respondents speak with urgency about the impacts of climate change and are hungry for AIA to establish a new level of leadership and collaboration to advance practical solutions.
 - Equity:** access to affordable housing, education, transportation, and more effective built environments will define the health, safety and welfare of our communities in the future. Architects are uniquely positioned to address these issues, but doing so requires a shift in perspective, new competencies and the capacity to engage.
- Professional Architectural Issues**
 - Role of the Architect:** opportunities exist for architects to be more visible and impactful, particularly by serving as conveners, collaborators and pursuing new civic leadership roles.
 - Research and Technology:** respondents suggest that architecture must become an evidence-based profession and better leverage emerging technologies to fully realize its transformative potential.
 - Architectural Education:** many call for architectural education to be more responsive in emerging fields, the future role of the architect, and increase participation and education among underserved audiences.

© McKinley Interactive

Text PAMDAY697 to 22333 or to join our text your message

As we prepare to close the data gathering phase of this process, what are you ready to go "all in" on in this plan?

"Balance purpose and prosperity for a future of practice we haven't"

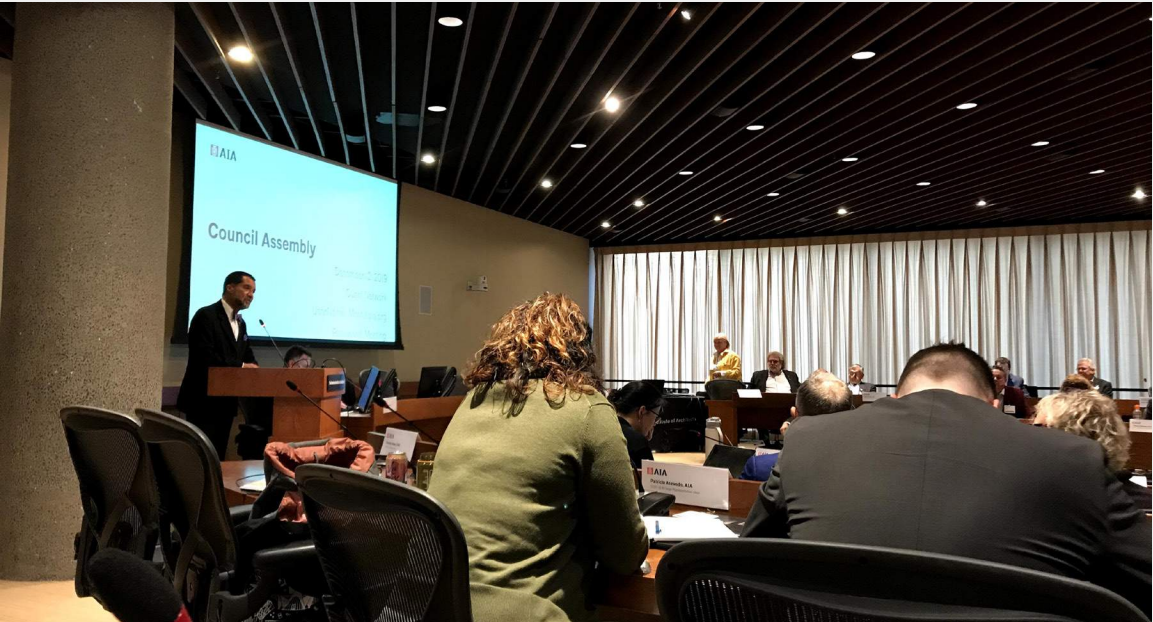
Education | Value of profession | Research | Future architects | Community Engagement

Advocacy for community | High school curriculum | Workforce and education | "Building" happens already

Collaboration | Civic duty | Career | Design | Community Builders



2019 GOVERNANCE WEEK



2019 GOVERNANCE WEEK (CONT.)



COUNCIL COMMUNICATIONS

by Belinda Stewart, FAIA

The communication subcommittee has been working on the council's communication effort and they had a busy year in 2019. The committee chair, Belinda Stewart, FAIA, gave a report to the council on the work the subcommittee accomplished. Below is a summary of the report.

Charge of the Committee:

Currently operating as a Subcommittee of the Best Practices Committee, this committee works to increase and improve communication within the Strategic Council to keep information moving, for encouragement and documentation; to help communicate to and from the board and other institute bodies on important issues and opportunities, and to help inform and connect with the membership at large. A goal of the committee is to increase the exposure and broaden the understanding and knowledge of the Strategic Council.

Recommendations to the Board:

- Approve creation of the Communications Committee as a standing committee of the Strategic Council.
- Provide additional staff support for the communication efforts of the Strategic council.
- Recommend inclusion of a brief statement describing the Strategic Council in the branded articles, reports and other media outlining work developed or influenced by the work of the Strategic Council.
- Provide staff time for the continued development of the mapping of the Institute – with a focus on

developing a data-driven living digital framework with identification and connectivity of entities and efforts throughout the institute. Plan for software time (consulting) for the development of this digital framework.

Activities:

Higher Logic Site: This committee continues to work with AIA staff to improve and further develop the site and work to push SC's to use it more. A "Higher Logic Update" is provided on an approximate weekly schedule to update recent information and requests and to push more use of the site. The site is planned to be expanded by the end of the year to provide more interactive for the individual work groups, committees and members of the Council. A photo site has been implemented to collect and share photos.

Embedded click "here" links to simplify use of the site. We are working with Elizabeth on Council Material folders to better organize information that has (and will be) entered on the discussion board. Brian McLaurin and his team are working to improve links and behind the scenes improvements. Sites for the Committees/etc. are planned to be incorporated around July. A shared photo site also has been implemented.

Reporting Out:

- We are working on a draft of a memo (similar to a newsletter) that will be available to all SC's once complete – giving a shareable summary of activities of the SC as a whole...
- We defined the differences between the various reports...

- Work Group reports are tailored toward the Board, but will also have good information to be incorporated into other SC reports.
- Scribe Reports are tailored toward making relatively in-depth information available to the Council – and will also have great information that can be pulled into the broader reports (or SC's reporting out...)
- Memo Reports will be tailored toward informing our regions/constituency and will include shorter descriptions of a wider variety of work by the Council – and will include questions/call for engagement to the extent possible.
- By the next Communications work session (late May) we will have a draft of a revised PowerPoint take-away that all SC's can use.
- A living yearly calendar graphic is being developed to give a big picture view of pertinent efforts.

Gathering Our Stories: We will recommend that the final work group reporting format include an abstract for an article that would go to the editorial and content group for consideration of publication in some format. Yu-Ngok presented a Twitter/Instagram campaign idea – basically a very short feed pertaining to the work of each workgroup with a question that would hopefully generate some engagement. We understand that the Strategic Council does not have an AIA "branded title" or logo, graphic. We would like to encourage staff to develop this – for use in report titles, memos, etc.

Informational Webinars: This Committee is planning and organizing informational webinars for the SC. Webinars describing Public Outreach efforts by national AIA (by Frank Scanlan) and Best Practices for Reaching Out (by Dan Hart and Nate Hudson) have occurred. The next webinar is being planned to focus on the "Map of the AIA". Basically a "train the trainers" event. We requested engagement training/recommendations to be incorporated into the "Know Before you Go" webinar for A19. We hope to work with staff on a common "elevator pitch" all SC's can use to describe the Strategic Council and our work.

We are reviewing the reporting/communication methods between the Strategic Council and the Board. Incredible growth has occurred; however, we would like to jointly determine/develop additional opportunities to hear back from the Board (and Staff) on issues pertaining to the work of the Council.

The Map of the AIA originated from the previous work group and has been continued in collaboration with this Committee. The next recommended step is to develop a living document/program that can incorporate connectivity, links and added depth of information – and be available more broadly to members.

The A19 Conference Session "How to Get the Most out of your AIA Membership" also originated from the previous work group and has been developed by the current Committee. Session FR106, it is generally a presentation of the work developed for the Map of the AIA and will be presented Friday, June 7 at 8am.

INTERVIEW WITH 2019 COUNCIL MODERATOR

The Strategic 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. The editorial team sat down with the 2019 Moderator, Bruce D. Turner, AIA to talk about the work of the council.

Yu-Ngok Lo (YL): What was your greatest achievement as the Council Moderator in 2019?

Bruce D. Turner (BT): Our greatest achievement of 2019 was the sheer volume of work that we accomplished together and the alignment of that work with the priorities of the Institute. We set out upon a very ambitious agenda that included multiple “Council of the Whole” tasks and a variety of individual breakout Work Groups. This work included beginning to craft the new 2021-2025 Strategic Plan and advising the Board on the 2019 Accreditation Review Forum. We also supported examinations of multiple member resolutions from 2018 and participated actively in all 2019 Board Level Committees. Combined with our 3 Work Groups, one of which broke into 4 subgroups. Further, we were pleased that our summer summit was held in conjunction with the KLA in Denver. The interaction with the leaders of those KCs was invaluable to our research. And, finally, other interaction with various Institute bodies was elevated to a new level with detailed reporting and interaction with the AIA Research team, the operations plan and budget, attendance and a presentation to the CACE Annual meeting, and the institution of a focused

communications subcommittee that worked to start delivering a clear and consistent message from the Council. All of this allowed the Council to perform an enormous amount of work on behalf of the members and the Institute, and insured that the work we did was timely, relevant, and was not redundant with other work being done throughout the Institute.

YL: What was the most significant challenge(s) facing the Council in its work?

BT: The most significant challenge facing the Council is two-fold. First, the Institute has such a vast repository of information, that it is difficult for anyone to know everything the Institute does, has done, and plans to do. Therefore, gaining insight into that available information is key to any work of the Council. However, accumulating that information takes time and resources, both of which are at a premium for the Council and the Councilors. Secondly, and this builds from the first challenge, is the limited amount of face-to-face time. While we are very appreciative that the Board added a third face-to-face meeting of the Council, the agendas tend to get jam-packed and don't necessarily allow the amount of free time



Bruce D. Turner, AIA

Bruce is a sole practitioner architect who lives and works in Vineland, NJ, and recently joined the Cumberland County Improvement Authority, in Millville, NJ, as a Construction Manager, where he manages capital improvement projects throughout Cumberland County, NJ. He is a graduate of the University of Notre Dame. Since the founding of his firm, Bruce D. Turner, Architect, in 2000, his personal work has been predominantly for residential, commercial and municipal clients with an emphasis on personalized service and an attention to detail. He also has previous experience in educational, assisted living, religious, corporate, and industrial work. Bruce is the 2017-2019 AIA New Jersey Regional Representative to the national AIA Strategic Council, and was the 2019 Moderator of the Strategic Council. He was president of AIA South Jersey from 2000-2016, and is the long-time and current co-chair of the AIA New Jersey Public Awareness Committee. In 2005 he was president of AIA New Jersey. He was the 1998 recipient of the AIA New Jersey Young Architect of the Year Award, and the 2009 recipient of the AIA New Jersey Distinguished Service Award.

necessary for the generative and iterative thinking the Council must do. Further, there is something special that happens when the Council convenes as a whole. This cannot be replaced by virtual meetings or technology.

YL: What's the relationship between the Board and the Council? Tell us a few 2019 initiatives that were (or will be) implemented by the board?

BT: As indicated above, increased alignment with other Institute priorities was a key goal of 2019. Therefore, we are particularly proud that our work has had an immediate and direct impact on the new Strategic Plan, which we hope will be adopted by the Board in 2020. Further, we contributed directly to work the Board was doing with NAAB and other collateral organizations at the Accreditation Review Forum – ARF '19, which should lead to updated accreditation standards for NAAB accredited schools of architecture. Further, we saw specific action by the Council itself in pursuit on Resolution 18-3 Diversity Pipeline and National Representation. We also help direct recommendations that were presented to the Board in December of 2019. Finally, one of our Work

Groups spent time examining what a Climate Action Plan might include, and shared that information with the Board.

YL: Anything else you would like to add?

BT: My time as Moderator shed a bright light on the true value of the Strategic Council. Certainly, the strategic goal of informing the Board and other Institute bodies of important opportunities and issues is of paramount importance. But, what is often lost in the conversation is the role of the Councilor – the Regional Representatives – as the last remaining link in a professional member organization between the individual member and the national organization. This link is even more critical when one considers the origin of the Council in the repositioning of the Institute, which sought to make the Institute a more nimble, and more member centric organization. In that way the Strategic Council is, among other things, a large focus group for the Institute, and can provide a unique perspective on any number of issues and opportunities facing the organization and profession.

INTERVIEW WITH CLASS 2021 REPRESENTATIVE

The Strategic Council Class representatives were elected by their respective class. They represent the voice of their classmates and are charged to be part of the Strategic Council Steering Committee.

Yu-Ngok Lo (YL): How were you selected as the 2021 Class Representative?

Stephen Parker (SP): Our class nominated us both and hoped to convey that having an EP voice represent the class was important as the Strategic Council is a forward-looking institution and should reflect that vision.

YL: Tell us about your experience as the class representative this year.

SP: It's been a rewarding if very intense as we navigated our 1st year on the Council. We strived to make a meaningful impact and find diverse outlets to accomplish our work.

YL: As the class rep, you are part of the Steering Committee, tell us about your role in the committee. How do you effectively keep your class members informed on what's going on at the committee?

SP: The Steering Committee tried to set the tone and pace of the Council. We dealt with how best to craft our path forward and leaven our enthusiasm

for exploration with the reality of our Institute's researches. I would say being in consistent contact and transparent with everyone is key.

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

SP: We had a lot of fun as a class, which was extremely beneficial to balance out the intense discourse and work of the Council. That sense was well conveyed by our class name, the BlackJacks. As the class of 2021, our 1st Conference together would be in Las Vegas, so it was fitting to have an "all in" attitude. We have a class "Klinker" or social chair who really makes each meeting memorable. We also create space for our class to breakdown the larger Council discussions into a dialogue we can all digest.

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

SP: I see the class rep role evolve to reflect the needs of the Council and it's relationship with the rest of the Institute. As we strive to make Council a more impactful mechanism within the AIA, we will seek to

fill those leadership needs. As a maturing profession that's battling future issues in a proactive manner, we should not simply accept the status quo but push for meaningful impact whenever possible.

YL: Anything else you would like to add?

SP: I would say the unstructured nature of the Council is an asset but only if it molds to address the challenges facing the profession. That will take consensus-building and additional resources from across the Institute to be redirected, addressing the issues the Council is striving to change.



Stephen Parker, AIA

At age 15, Stephen Parker sought out his first apprenticeship at a small firm in his hometown. Taking the initiative is a reoccurring theme with Stephen, with broad project experience at firms large and small, from multi-family to higher education to healthcare to aviation and much more. Since 2014, Stephen has worked at SmithGroup's Washington, DC office. Stephen has actively built a broad range of experience, from federal to international healthcare projects at multiple scales. A believer in architect as advocate, for one's colleagues, clients and community, Stephen leads through service. As an aspiring thought leader, Stephen serves as community design captain, design researcher and competition team leader. This initiative has been recognized with the AIA Young Architect Award, Healthcare Design Magazine's Rising Star Award, the AIAS Emerging Professional Honor Award and the youngest architect elected to the AIA Strategic Council.

LOUISE BLANCHARD BETHUNE FELLOWSHIP

In 2016, the council inaugurated the 1st Strategic Council Louise Blanchard Bethune Fellowship in recognition of the councilors' significant contribution to the AIA and the profession. The fellowship was awarded to strategic councilors at the end of their term. We reached out to Kelly Hayes Mcalonie, FAIA and Elizabeth Gibbons, AIA to hear what the fellowship means to them.

Yu-Ngok Lo (YL): What does being a Louise Blanchard Bethune Fellow mean to you?

Elizabeth Gibbons (EG): Architecture, being an architect, brings with it a sense of responsibility to society and the future. Our profession contributes to day-to-day quality of life and remains a functional influence for decades or more. Serving as a Strategic Councilor was the opportunity to explore ways others are contributing and how together, our profession 'lives' in the future. I greatly valued the opportunity to participate with an exceptional range of practitioners challenging and positioning the future contributions of our profession and training in architecture.

Kelly Hayes Mcalonie (KHM): Louise Blanchard Bethune is my hero, so becoming a fellow under her name means the world to me. Louise Bethune was profoundly committed to advancing our profession at its early stage. As such, it is fitting that graduating members of the Strategic Council become Bethune Fellows. It is a call to us to dedicate ourselves to advance the profession in our own way to the best of our abilities.

YL: Tell us the area(s) of work you will continue working on beyond your term as a Strategic Councilor?

EG: Architects must step forward in the public arena to influence the quality of life locally and now, globally.

I actively engage in public discourse about the benefits of a 'City Architect' role within government agencies. Personally, I continue to aggressively act in support of decarbonization. As an elected official, we have successfully achieved 100% carbon-free power for a major portion of Silicon Valley and promoted all-electric building codes in 11 cities. My task now is to engage and inform my architect colleagues.

KHM: I am very interested in three areas: architectural education, educating the public in architecture and advancing women in architecture. Currently, I am finishing a monograph on Louise Bethune and I have plans for a send book on women and professionalism. In addition, I am working to dedicate statues to three pioneering women in Buffalo, known as Trailblazing Women of Western New York Monuments Project. One of the projects that I was most invested in was the Transforming Architectural Education Work Group. Our group spent two years studying the topic. As the Director of Campus Planning at an AAU institution, I will use this research in my work of studying the future of professions in the 21st Century and how the academy prepares its students to meet these demands. As such, I must say that the Strategic Council provided the platform to conduct research in areas that were already important to me and expanded my perspective

YL: How can you help the Strategic Council continue to grow and let more people to understand the importance of the council's work?

EG: The Strategic Council is essential if our profession is to be relevant in near and distant times. It is the 'ThinkTank' of our values. The SC is the candid reality check on what's next and how to prepare. It is important to discuss within and outside our professional groups the necessity of strategic reality engagement. This is the greatest value of

the Strategic Council experience: the dissemination and continuation of discussing the future of our profession. Our members need to know where and to whom they may engage as well as what is being done and investigated.

KHM: I personally see the Strategic Council as the research and exploration arm of the elected body of the AIA. That is not to replace the work of the staff but to lead and augment it. As the representative arm of the AIA elected body, the SC has an understanding of the zeitgeist of our profession. And the needs of the AIA at this time require a thorough understanding of a topic in order to provide clear and concise recommendations on advancement. As such, by nature, the work is deep, intense and (sometimes) under the radar. I would love to see the AIA celebrate the work of the council through articles and other posts in social media. Also, I strongly encourage the council to embrace this role and develop expectations of the quality of work expected from councilors. I do not see a lack of understanding in the importance of an elected representational body of the AIA. I do see a lack of understanding in how that body is effectively leveraged to meet the demands of the profession today and tomorrow.

YL: Anything else you would like to add?

EG: I am having conversations with SC At-large members on how their role might be more strategic for the Council's viability amongst members and the public.

KHM: Serving on the Strategic Council was a career highlight. I met lifelong friends whose passion and work deeply left their mark on me. One of these people, Michael Lingerfelt, passed away during our tenure, and his lessons in architecture come to mind daily. I entered the council with little understanding of

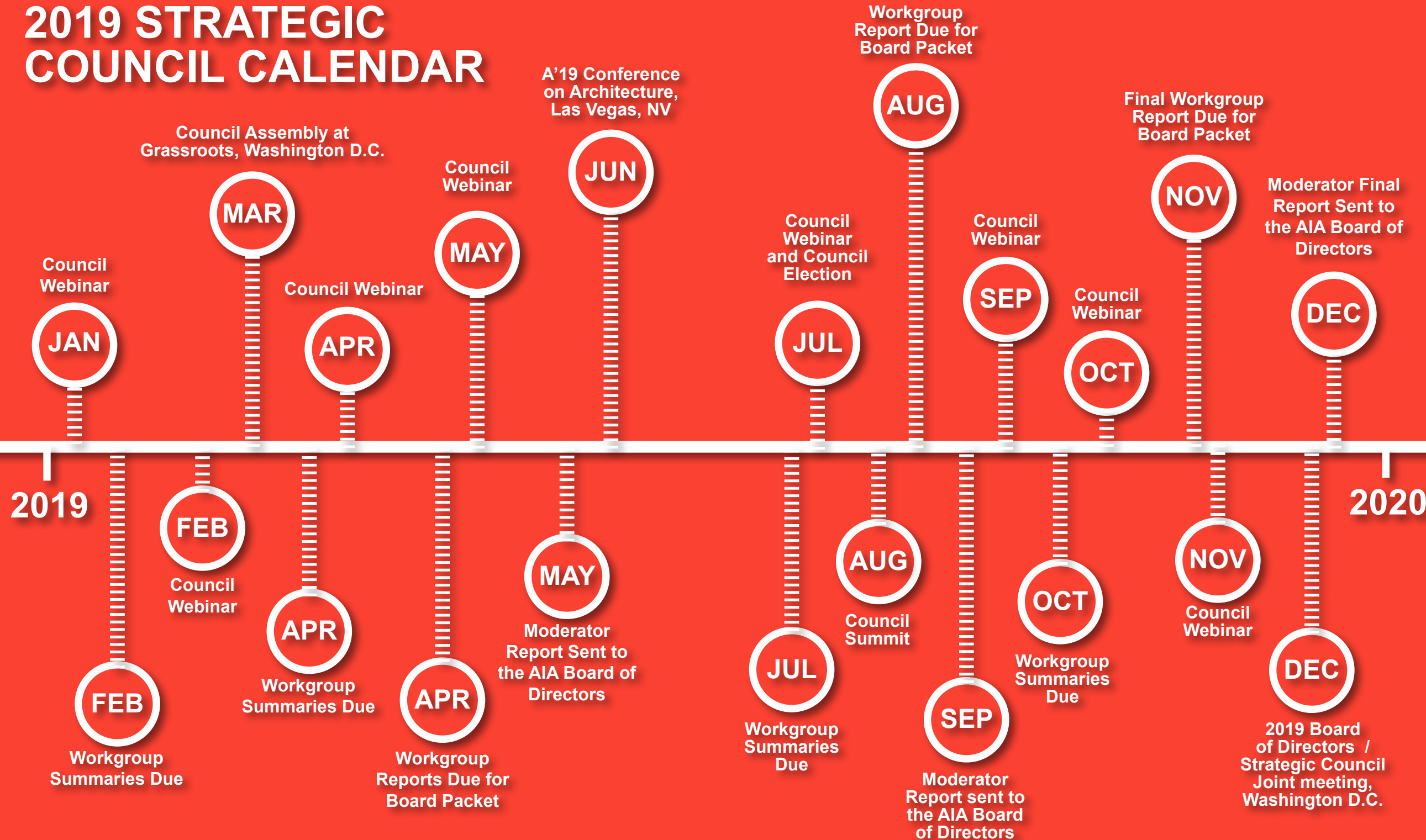
the work expected and with no real agenda. I met an amazing group of people who had dedicated YEARS to the advancement of this institution and society in fields that were new to me. Oddly enough, I spent my time and energies on areas that had been at the heart of my passion since I was a student of architecture - the education of an architect and leveraging architecture to educate the general public. It is funny how cyclical life can be. I have a couple of words of advice for Councilors. First, the SC, and your work at AIA National provides you with an unparalleled opportunity to impact your profession. Please take every advantage of your 3-Year tenure to leverage your work and the work of others to advance the profession. Second, while we work with many people from different groups in the AIA, your SC class is your family. These people will impact your life and career far beyond your term. This may very well be the greatest gift of all from the Strategic Council-life-long comrades who wish to wish to positively impact the world through architecture- a very nice gift indeed.



2019 GOVERNANCE WEEK



2019 STRATEGIC COUNCIL CALENDAR



AIA Strategic Council Yearbook 2019

