

# AIA Strategic Council

Yearbook 2017



**AIA**

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## 2017 MODERATOR'S NOTE

**W**elcome to the debut of the Strategic Council Yearbook. This publication is intended to serve as a means to commemorate the spirit of our group by celebrating our Councilors and memorializing the history of the Strategic Council.

I am honored to be part of this significant group of members who carry out transformational work on behalf of AIA. As our activities evolve, I hope that this publication will serve as a reminder of our energy and endeavor throughout any given year. The yearbook may also serve as an important means of communications to the Strategic Council including past, current, and new members

The Strategic Council is positioning itself to make great strides in the years to come. We have highly-motivated group of individuals who are committed to ensuring the prosperity of AIA. As such we must continue to inform and connect while concurrently seeking to consult and understand the pressing issues and opportunities facing the profession. I would offer that this publication is one piece of that process and contributes to the overall level of engagement to which the Strategic Council must aspire.

We are indebted to many contributors and collaborations that have taken place to 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.



Jason Winters, AIA  
2017 Strategic Council Moderator



**Jason Winters, AIA**

*holds a Bachelor of Architecture degree from Drexel University and a Master of Architecture degree from Syracuse University. He also holds a Master of Liberal Arts degree from Johns Hopkins University. His professional work has been focused on design with an expertise in the field of healthcare architecture. Specifically, this area of practice considers the articulation of the built environment as an opportunity to advance the emotional, social, and physical well-being of its inhabitants. Jason is the 2017 moderator of the AIA Strategic Council.*

# EDITOR'S NOTE

**W**elcome to the 2017 edition of the Strategic Council Yearbook!

It is truly my honor to be part of this amazing group. Since I was elected to an At-large Representative position, I have been focused on the question of how the Strategic Council can be more transparent to the membership. How can we better communicate who we are and our work to members at the grassroots level? The Council has made efforts to tackle this issue, including developing its first Strategic Council brief in April to detail the Council's engagement at the 2017 AIA Grassroots conference.

However, as the Council continues to grow, we would also like to recognize the people, event and the history beyond its formal work product. Our goal is to share this with the current and incoming Councilors. I certainly learned a lot more about my fellow Councilors while working on the Yearbook. I hope you will feel the same.

Lastly, we need your support to help documenting the history of the Council. Let me know if there are any interesting stories about the Council you would like to share.

Thank you and enjoy!



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



## Yu-Ngok Lo, AIA

is a 2017-2018 At-large Representative. He is a member of the Emerging Technologies work group and the editor of the Strategic Council Yearbook. Yu-Ngok is also the Editor-In-Chief of the AIA YAF publication CONNECTION, a member of the AIA Emerging Professional Communication Work Group and the AIA California Council Communication Advisory Committee.



# 2017 STRATEGIC COUNCIL COMMITTEES

## STEERING COMMITTEE

Jason Winters, AIA (Council Moderator)  
Jessica Sheridan, AIA (Strategic Planning Committee Chair)  
Chris Hudson, AIA (Rules Committee Chair)  
Rob Walker, AIA (Best Practices Committee Chair)  
Chris Ball, AIA (Class of 2017 Representative)  
Jaime Sobrino, AIA (Class of 2018 Representative)  
Kelly Hayes-McAlonie, FAIA (Class of 2019 Representative)

## STRATEGIC PLANNING COMMITTEE

Jessica Sheridan, AIA (Chair)  
Ric. Abramson, FAIA  
Keshika De Saram, Assoc. AIA  
Brian Frickie, AIA  
Tim Hawk, FAIA  
Ross Miller, Assoc. AIA  
Laura Weiss, Assoc. AIA

## RULES COMMITTEE

Chris Hudson, AIA (Chair)  
Scott Busby, AIA  
Heather Koury, Hon. AIA  
Chere LeClair, AIA  
Mark Levine, FAIA  
Bruce Turner, AIA

## BEST PRACTICES COMMITTEE

Rob Walker, AIA (Chair)  
Chris Ball, AIA  
Jeffrey Ferweda, AIA  
Tim Hawk, FAIA  
Mark Levine, FAIA  
James Walbridge, AIA

# 2017 STRATEGIC COUNCIL WORKGROUPS

## NEW URBAN AGENDA

Tim Hawk, FAIA (Co-Convener)  
Chere R. LeClair, AIA (Co-Convener)  
Ric. Abramson, FAIA  
Phillip J. Bona, AIA  
J. Scott Busby, AIA  
Carl Elefante, FAIA  
Heather Baugus Koury, Hon AIA  
Richard C. Master, FAIA  
Sherry Muriente, Assoc. AIA  
Jonathan D. Penndorf, FAIA  
Tania Salgado, AIA  
Jaime E. Sobrino, AIA  
James A. Walbridge, AIA  
Drew White, FAIA

## ARCHITECT LIFE CYCLE

Kristina Kotlier, Assoc. AIA (Co-Convener)  
Ross J. Miller, Assoc. AIA (Co-Convener)  
Keshika De Saram, Assoc. AIA  
Sandra L. Dickenson, AIA Emeritus  
David L. Huotari, AIA  
Daniel L. Kirby Jr., FAIA  
Steven Miller, FAIA  
Laura Weiss, Assoc. AIA

## EMERGING TECHNOLOGIES

Jessica A. Sheridan, AIA (Convener)  
Illya Azaroff, AIA  
Brian P. Dougherty, FAIA  
Chris A. Hudson, AIA  
Donna J. Kacmar, FAIA  
Michael D. Kingerfelt, FAIA  
Yu-Ngok Lo, AIA

## ARCHITECTURE QUALITY INDEX

Ric. Abramson, FAIA (Co-Convener)  
Jaime E. Sobrino, AIA (Co-Convener)  
Richard T. Connell, FAIA  
Patrick Panetta, AIA

## INNOVATIVE BUSINESS MODELS

Bruce Turner, AIA (Convener)  
Charles L. Desmone, AIA  
Michael L. Elliott, AIA  
Jeffrey S. Ferweda, AIA  
Rob Walker, AIA

## INCREASE THE PUBLIC VALUATION OF ARCHITECTURE

Judy L. Johnson, AIA (Convener)  
Janis Brackett, AIA  
Sandra L. Dickenson, AIA Emeritus  
Jeffrey S. Ferweda, AIA  
Kelly M. Hayes-McAlonie, FAIA  
Darren C. Heine, AIA  
Mark L. Levine, FAIA  
Luke E. McCary, AIA  
Jack R. Morgan, AIA

## LOCAL OFFICE OF THE CITY ARCHITECT INITIATIVE

Ric. Abramson, FAIA (Convener)  
Matthew C. Johnson, AIA  
Patrick P. Panetta, AIA

# Councilors 2017



Ric Abramson, FAIA  
Workplays studio architecture  
2016-2018 Regional  
Representative, California



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



Jack Christopher (Chris) Ball, AIA  
Ball Architects PC  
2015-2017 Regional  
Representative, Central States



Philip J. Bona, AIA  
BNIM Architects  
2017-2019 Regional  
Representative, California



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



(Jeffrey) Scott Busby, AIA  
Smee + Busby Architects  
2017-2019 Regional  
Representative, Gulf States



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



Stuart L. Coppedge, AIA  
RTA, Inc.  
2016-2017 Treasurer



Russell A. Davidson, FAIA  
Kaeyer, Garment & Davidson  
Architects, P.C.  
2016 AIA/Immediate Past  
President



Keshika De Saram, Assoc. AIA  
American Institute of Architecture  
Students  
2017 Student Representative

be innovative...



Charles L. "Chip" Desmone II, AIA  
Desmone Architects  
2015-2017 Regional  
Representative, Pennsylvania



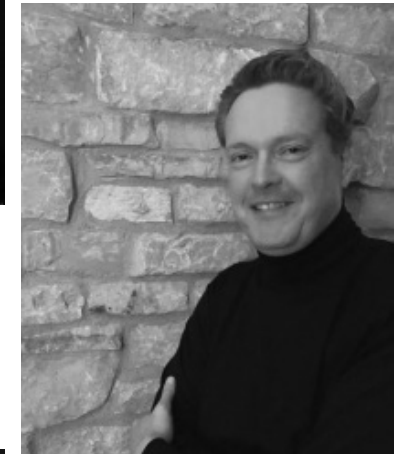
Sandra Lea Dickenson, AIA  
Emeritus  
2016-2018 Regional  
Representative, North Central  
States



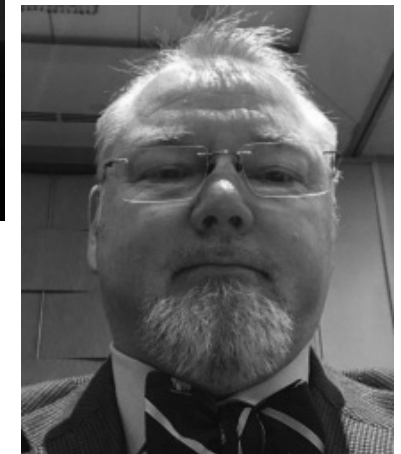
Brian Dougherty, FAIA  
Dougherty + Dougherty Architects  
LLP  
2015-2017 Regional  
Representative, California



Carl Elefante, FAIA  
Quinn Evans Architects  
2017 First Vice President



Michael L. Elliott, AIA  
Kluber Architects + Engineers  
2017 Regional Representative,  
Illinois



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



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



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



Chris A. Hudson, AIA  
Huit-Zollars, Inc.  
2015-2017 Regional  
Representative, Texas



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



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



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



Robert A. Ivy, FAIA  
The American Institute of  
Architects  
EVP/Chief Executive Officer



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



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



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



Dan Kirby, FAIA  
Jacobs  
2015-2017 Regional  
Representative, Florida/Caribbean



Kristina Arzaga-Kotlier, Assoc. AIA  
2016-2017 At-large Representative





Heather B. Koury, Hon. AIA  
AIA Memphis  
2017 CACE Representative



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



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



Chere LeClair, AIA  
LeClair Architects  
2015-2017 Regional  
Representative, Northwest &  
Pacific



Michael Lingerfelt, FAIA  
Lingerfelt International  
2017-2018 At-large Representative



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



**busy at 2017 Grassroots...**



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



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



Sherryl Muriente, Assoc. AIA  
Street Plans Collaborative  
2016-2017 At-large Representative



Ross Miller, Assoc. AIA  
2017 Associate Representative



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



Patrick Panetta, AIA  
Arizona State University  
University Real Estate  
Development  
2016-2018 Regional  
Representative, Western Mountain



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



Tania Salgado, AIA  
Handprint Architecture  
2015-2017 Regional,  
Representative, Western Mountain



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



Jessica A. Sheridan, AIA  
Mancini Duffy  
2015-2017 Regional  
Representative, New York



Jaime Sobrino, AIA  
PMA Consultants, LLC  
2016-2018 Regional Representa-  
tive, Florida/Caribbean



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



Thomas Vonier, FAIA  
Thomas Vonier Architect LLC  
2017 AIA President



Robert (Rob) E. Walker IV, AIA  
Rob Walker Architects, LLC  
2015-2017 Regional  
Representative, Gulf States



Drew White, FAIA  
Axis Architecture + Interiors  
2015-2017 Regional  
Representative, Ohio Valley



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



James A. Walbridge, AIA  
HDR, Inc.  
2016-2017 At-large Representative



Jason C. Winters, AIA  
Kezlo Group  
2017 Council Moderator



# Interview with Class Representatives

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.

We reached out to Kelly Hayes McAlonie, FAIA, Jamie E. Sobrino, AIA and Chris Ball, AIA to hear their experiences as their class representatives on the Council.

**Yu-Ngok Lo:** Could you tell us about your roles as class representatives and your experience on the Strategic Council?

**Kelly Hayes McAlonie (Class of 2019):** The class representative serves as the liaison between the steering committee and our class, which is roughly one third of the entire Strategic Council. I also serve as liaison to the AIA leadership and staff. Finally, I represent the class on the steering committee, providing updates and feedback on the activities of our class members in their working groups and relaying any concerns or advice that the class wishes to be offered. The best part of the role is that I am also the director of fun! At every Strategic Council meeting, it is my job to plan a class get together. In Orlando for AIA Conference on Architecture 2017, I worked with classmate Michael Lingerfelt, FAIA to hold a class dinner at Morimoto at Disney World Resort. It was a very special evening for us all.

**Jamie Sobrino (Class of 2018):** As class representative for the “Shi-Ba” Class of 2018 on the Strategic Council I have been focused on making sure everyone in my class has a voice. A key task of this role has been listening to my classmate’s concerns, ideas and gathering their feedback of Council’s efforts and from their regions. Communicating those issues to the Steering Committee for consideration and action has been one of the most important undertakings of this responsibility.

It has been an honor and great joy to collaborate with outstanding leaders from all of AIA’s regions on ways to improve the AIA and our profession. I am energized by their passion, experiences, knowledge and efforts. It has been a phenomenal and valuable learning experience that embodies the essence of what the AIA is about.

**Chris Ball (Class of 2017):** My experience on the Strategic Council has been an interesting and informative one - and certainly a little all over the place! The first two years were very much about who we were, how to move forward, and what we are trying to accomplish. This year, we have found our voice, and are working on what we want to improve and implement. Being a class representative is really an opportunity to be more exposed to the background of meetings, ideas and concepts - and an opportunity to have a say in those issues.

**Yu-Ngok Lo:** How were you elected/what drew you to the role as class representative?

**Kelly Hayes McAlonie:** When we first met as a class in December 2016, I was asked by AIA staff to lead the group to our first dinner out. I think from that moment I assumed the director of fun portion of the role and the rest followed. I have always gravitated to organizational roles in the various volunteer efforts in which I have been involved. Our class is very talented and highly motivated. Therefore, we have created a team of representative to help channel our work. The other teammates include Michael Lingerfelt, FAIA, Laura Weiss, Assoc. AIA, Jeff Ferweda, AIA and Judy Johnson, AIA.

**Jamie Sobrino:** I was elected by my class to serve as their class representative for our group’s second year in the Council.

**Chris Ball:** Each class does it differently. Our class has typically meet for a cocktail and talked about who wants to do it and why. I ran to represent my class, as well as to make sure that we made some headway in developing the communication between the Board and the Council, as well as making headway on the Council bringing items forth to the Board for consideration.

**Yu-Ngok Lo:** As the class representative, you are charged to be part of the Council Steering Committee. Could you tell us about your involvement in that committee’s work?

**Kelly Hayes McAlonie:** The Council meets only a few times in person and our charge is very ambitious: to identify the opportunities and threats to our profession and make recommendations based on this analysis. As such, the Steering Committee is responsible for managing multiple efforts and studies to advance our mission long distance. Every time we meet, either in person or virtually, there needs to be well defined goals and tasks. Every moment counts. So, we work hard to provide organization and process to our work that is robust yet allows for innovation and creativity. Essentially, we work hard to provide the continuity for our Council working groups to generate valuable and strategic work to the AIA.

**Jamie Sobrino:** In addition to serving as the voice of my classmates on the Steering Committee, my involvement has focused on close collaboration with our moderator, Jason Winters, AIA, staff and other resources in developing the agenda for the Council’s Assembly at Grassroots and helping mature the Council’s processes to improve our efforts to produce innovative and actionable results that serve our members and validate the importance and impact of the Council.

**Chris Ball:** Steering Committee is that window into the planning I referred to earlier. Making sure that your class’ ideas are represented and carried forward for consideration, as well as influencing the direction the Council takes at Assemblies.

**Yu-Ngok Lo:** Could you tell us how you came to the Strategic Council, your experience in AIA, and what you hope to accomplish?

**Kelly Hayes McAlonie:** I was President of AIA Buffalo/WNY in 2008 and President of AIA New York State in 2012. I probably would have pursued a role at AIA National after that; however, I was struck with the neurological disease, Guillain Barre, the year I was President of AIA New York State. It took several years to recover. When I felt strong enough to consider volunteer work, I was asked to run for an open seat with the Strategic Council. I love the AIA. It is my home and family. Much of my most fulfilling professional work has been associated with the AIA, at either the local, state or national level.

I feel very strongly that the built environment directly impacts our experience as humans. Architects shape this. As such, we have a role and responsibility that is not always recognized. I want to help change that. With Despina Stratigakos, I was an organizer of the Architect Barbie project in 2011. Little girls had the opportunity to try on our profession through this doll. And the public thought about architects and architecture in a new way. I am interested in sharing the value that we architects bring to our collective quality of life.

**Jamie Sobrino:** In 2015 I was elected by the Florida / Caribbean Region as their Regional Representative to serve on the Council. I am currently serving the second year (of my three-year term) on the Council.

My participation in the Council is focused on collaborating to produce useful and innovative ideas that can be further developed to improve our member’s benefits, advocacy efforts, professional practice and community engagement. Because the Council is still a young body and continually evolving, I also hope to contribute to the development of its culture of innovation as the “think tank of AIA” and see fulfilled the potential intended by the governance change.

**Chris Ball:** I had served AIA on just about every local and state level in Missouri - I served as the State Government Network (SGN) Representative for Missouri which exposed me to AIA national as well - and I have always been involved in advocacy on the local, state and national level. I saw the Council as a means for me to get further involved in the national presence of advocacy as well as the direction of the Institute. I wasn’t opposed to the repositioning and digital transformation - I just wanted to see and be involved with it on a level that would make sure it was implemented and was successful. I ended

up moving quickly onto the ArchiPAC Steering Committee and am now serving as the chair of the Government Advocacy Committee for the second year. That coupled with class representative is plenty of involvement!

**Yu-Ngok Lo:** What can you tell those who might be interested in running for a position on the Strategic Council - any words of advice?

**Kelly Hayes McAlonie:** I have found that the AIA at all levels, has helped me grow as a person and professionally. Every role provides the opportunity to contribute and learn. The Strategic Council has challenged me to reconsider the creative process and also the future of our profession. It is terribly exciting work. And it is important work at an important time in our society. If you have a passion for advancing our profession to meet the challenges that the 21st century holds for us all, the Strategic Council is a place for you. If you are collaborative and wish to contribute to your association, the AIA is the place for you. I encourage regions to identify and advance people who wish to positively impact our future and for potential candidates to consider the Strategic Council as an opportunity to just that.

**Jamie Sobrino:** Go for it! The Strategic Council is one of the most diverse, dynamic, energetic and exciting groups in AIA. The opportunity to collaborate to develop innovative ideas, share knowledge and interact with passionate professionals and leaders is a very rewarding and unique experience. Those considering running for Council positions should be avid listeners, critical thinkers, inquisitive, passionate explorers, unwavering optimists, creative, willing to step out of their comfort zone, team players and open minded. The Strategic Council is about collaborating to innovate the AIA and the profession of architecture.

**Chris Ball:** The Council should be the most imaginative, problem solving, idea generating entity in AIA. If you want to be on the Council - it should be because you have big ideas, maybe too big... and you are looking for an entity to help you explore and develop those ideas that will affect and improve our profession going forward. It is not a place for agendas, it is not a place for personal gain - it should be a place about making the profession better.



**Kelly Hayes McAlonie, FAIA,** is the Director of Capital Planning at the University at Buffalo. She has dedicated her twenty-five year career to educational architecture. In 2011 Kelly and colleague Despina Stratigakos collaborated with Mattel on the design and launch of Barbie I Can Be...Architect. That year she also co-curated the first exhibit in 25 years on Louise Bethune, America's first professional woman architect, at the Buffalo History Museum. She is currently writing a biography of Louise Bethune and has written widely on her for over ten years. She also speaks often about managing a disability in the workplace. Her Buffalo TEDx talk "The Power Dress" has received over 12,000 views. She was the 2012 President of AIA New York State and 2008 president of AIA Buffalo/WNY. She is also a member of the Richardson Center Corporation Board of Directors.

Kelly was elevated to the AIA College of Fellows in 2016, the first woman from Buffalo since Louise Bethune became a Fellow in 1889. In 2012 she was the recipient of the AIANYS Del Gaudio Award and in 2011 she won the EB Green Distinguished Service Award from AIA Buffalo/WNY.

**Jamie Sobrino, AIA,** is a results-oriented professional with over 20 years of experience in the design and construction industry. His experience includes work as a sole practitioner, owner's representative for private developers and public entities, business developer, design-builder and consultant for the Puerto Rico government at municipal and national levels. He has served as president of AIA Puerto Rico, chair of the AIA Resolutions Committee, AIA State Government Network Representative and Florida Caribbean Regional Representative. Jaime is a LEED AP, a Certified Project Management Professional (PMP), a Value Methodology Associate (VMA), is licensed to practice architecture in Florida and Puerto Rico and holds a Bachelors in Architecture degree from Cornell University in Ithaca, NY.



**Chris Ball, AIA,** is currently the President and Principal Architect of Jack Ball Architects PC and is the VP of Architecture for The Vecino Group. Chris graduated from the University of Kansas in 1993 with a Bachelor of Architecture degree and went to work for Keys & Associates in Colorado Springs, CO.

Chris was involved with AIA Springfield both as an Associate AIA and an Architect member, and served as their President in 2001. He was President of AIA MO in 2005, and appointed to the Missouri Board for Architects, Professional Engineers, Professional Land Surveyors, and Landscape Architects by the state's governor in 2008. He served as the AIA MO SGN Representative for seven years, and was the chair of the Missouri Architects Political Action Committee for three years. Chris has served as the Chair of the Board Government Advocacy Committee for the last two years.



# Interview with Council Moderators

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:** Could you tell us a little bit about your role as the Strategic Council moderator? What was your primary responsibility during your term?

**Dan Hart (2016 Strategic Council Moderator):** The Moderator's agenda is to facilitate the Strategic Council toward setting the agenda. This meta agenda should be informed and shaped by the following considerations:

The Strategic Council's general responsibility is ideation. We submit our resulting work to the Board for authorization. The Council and the Board then engage the AIA network of committees, work groups and affinity groups to pursue implementation. The Strategic Council monitors progress and outcomes of this implementation to inform its future planning, ideation and desired change.

As outlined in the Strategic Council Handbook, the Strategic Council is best served to work in a three-year cycle—corresponding to the three-year term of most Councilors:

- Year 1 (2015): Compose the Strategic Plan
- Year 2 (2016): Ideate new opportunities
- Year 3 (2017): Pilot desired change

In 2016, because of the excellent, necessary work of the 2015 Strategic Council, our focus was on ideation. The Strategic Plan was our springboard to pursue these topics: Career Pathways, Influence, Innovation, Research, Outreach, and Policy.

Beyond our current lines of thought, it is my conviction the Moderator should preserve time in our deliberations for blue-sky thinking. We should push

each other to think big—to think in terms of issues, contributions and ideas of meaning and lasting value. We implemented The Next Big Thing as a group in 2016 to help us do just that.

**Lanny McIntosh (2015 Strategic Council Moderator):** The 2015 Strategic Council was the first iteration. A prototype, if you will. In the fall of 2014, I was asked to chair the committee tasked with preparing a plan for that first year. One thing we discussed was whether we should make every decision for the Council, or whether the first Council should make many of its own formative decisions. We felt it was critical the Council make its own decisions, yet it needed a structure, or framework within which that could happen. Thus, we made many of those overall framework decisions but left more strategic decisions for the Council and its Committees and developed a plan for the year's efforts. My role was to lead the Council through the first year's process, tee-up those decisions and assist with the transition into the next year.

The Bylaws say the Strategic Council is to engage in strategic planning. To us, this meant the Council should be in the leadership role of that process. It just so happened that 2015 was the year for the Institute's Strategic Plan to be updated. This layered onto what was already a rather full agenda, but it was essential the Council was employed directly in the process. As 2014 President Helene Combs Dreiling, FAIA and 2014 President-elect Elizabeth Chu Richter, FAIA had created a Strategic Planning task force in the fall of 2014, we worked closely with the chair (Bruce Sekanick, FAIA) and key staff to create a mechanism to directly involve the Strategic Council. Because of this, every topic, priority and strategy has the 2015 Council's fingerprints on them.

At all times, those of us involved in the leadership roles for the Council looked to the Bylaws of the AIA as the basis for our actions and plans. The Bylaws are the source of the Council's responsibilities, its (limited) authority and the relationship it has with the Board of Directors. As members of the Steering Committee, we endeavored to keep the Council's eyes on this and worked with Board leadership to ensure they did too. One example is the transaction envisioned in the Bylaws whereby the Board has the responsibility to seek input from the Council on the Operating Plan and Budget (but not approval). While the Council does not have direct fiduciary responsibilities, it does indeed have specific rights and responsibilities to inform the Board.

**Yu-Ngok Lo:** What do you think about the governance restructure and the creation of the Strategic Council?

**Dan Hart:** The idea of the Strategic Council inspires me. As the AIA's think tank, it is our basic charge to anticipate the opportunities for and articulate the threats to the AIA, the profession and society. I believe the Strategic Council can become the Institute's most vigorous advocate and its most constructive critic.

The Council conducts our research and development. As a robust and strategic advisory body, we have created an ideal complement to our streamlined and agile board. There are growing pains and there are still issues we've yet to resolve comprehensively, but the ideal we envisioned in the governance changes is well worth the effort. The promise of the Strategic Council remains strong and compelling.

**Lanny McIntosh:** My Board Class (Class of 2015) was involved in the entire process of the transition as well as nearly two years of hand-wringing and debate, brilliantly led by 2013 President Mickey Jacob, FAIA and 2014 President Helene Combs Dreiling, FAIA. Many of us joked that we were the turkeys who voted for Thanksgiving! There was much discussion about the forms the Council and Board would take, the authority the Council and Board would have relative to one another, and how and whether geographic representation would play a role in either or both. In the end, it became clear the Council would have no authority over the Board, and as a committee of the corporation it can't have fiduciary responsibility. Rather, the Council was fashioned as a think tank, a generative body that is untethered from the day-to-day business of the Institute. The Board was to be smaller, more nimble and more effective and

would have no geographic representation. Overall, there was a theory that this combined governance structure would be less expensive.

**Yu-Ngok Lo:** The Council has been seen as the think tank of AIA that guides the direction of the organization. How do you like to see the Council continue to evolve?

**Dan Hart:** The basic challenge of the Council is to remain outwardly focused and to not yield to the temptation to become bureaucratic, insular or board-like. The Council is our means to scanning the horizon to see what opportunities and challenges are presenting themselves to society and what the implications are for architects and our profession.

I would like to see the Council and Board become much more collaborative and highly communicative. We have so much to gain from a dynamic relationship between these two bodies.

And, I would like to see the Council focused beyond traditional practice. We have a unique place to occupy in society. I think the Council is the ideal forum in which to consider what is happening in other realms with other disciplines and to discover how our profession can be transformed to be more relevant in meeting the needs of society. In particular, we know how to build community. I believe the Council is key to discovering ways architects can assert our proper role in our communities and in our cities.

**Lanny McIntosh:** The Council has great potential to provide vision, inspiration and direction to the Board and Institute. It represents a variety of constituencies, most importantly geographic. Thus, points of view from all over the world are represented. Embedded in that are members who are involved in all areas of practice and the academy; in small firms and large; in small towns and big cities. The Bylaws speak of a rigorous process, and informing the Board. To release this potential, several things must happen:

A. Rigorous process. In 2015 we started an idea of creating study groups that would enable members to follow their passions and expertise, or delve into areas they knew nothing about. A rigorous process should involve experts, thought leaders, research, vigorous debate and then some sort of conclusion with recommendations that are presented to the Board and to the legacy constituencies. In addition,

the Board should give proper time and attention to those recommendations.

B. Continuous improvement. Any process can and should be challenged for relevancy on a continuous basis. How are we doing? If we are doing well and we know it, that is good. If we are not doing well and we know it, THAT is also good. If we don't know how we are doing, that is bad. If the study groups are not working for the Council, then try something else. This should be viewed as a series of experiments, each one building on the learnings of the last, with no sentimentality for form. In fact, if it is doing well, that may be the right time to change it up.

**Yu-Ngok Lo:** Could you point out some of the major achievements the council accomplished in the past few years?

**Dan Hart:** In 2016, we were focused on ideation. The Council organized itself into nine study groups. Each group presented their findings and offered recommendations. From that collection of more than 70 recommendations, the Council prioritized a series of initiatives and identified two as the most significant.

- Collect data from recent graduates, both from accredited and non-accredited programs, to better understand how they envision their career paths.
- Increase emphasis on resilience in the following ways:
  - o Increase AIA funding and staffing resources.
  - o Acknowledge resiliency is a “health, safety and welfare” proposition.
  - o Educate architects to deliver resilience principles as a matter of routine practice.
  - o Raise the visibility of the profession in AIA teams (LUDAT, SDAT, R/UDAT) to society broadly.

In addition to those two, four other ideas emerged in the Council's top six priorities.

- Local Architect-led Think Tanks/ Kitchen Cabinets: Develop resources for AIA Architects and local components to establish community-based “think tanks” and “kitchen cabinets” that foster direct relationships with local policy-makers

so architect can become trusted advisor “insiders”.

- Architectural Quality Index (AQI): Set the value of architectural design (in terms of energy use, building performance, water conservation, material content and durability, passive design principles, etc.) in an Architectural Quality Index with strategic partners.
- Centers for Architecture Best Practices: Identify, categorize and summarize exemplary community engagement programs (Architecture Centers) into working prototypes that can distributed as templates throughout the AIA network.
- Political Appointments and Architects as Candidates for Elected Office: Develop a “Political Campaign Primer” (i.e. How to Run for Office) for use by local components including best practices, creation of networks of existing architect officials and mentoring.

Three other recommendations, all more internally focused on better positioning the Council to do its work, were identified:

- Diversity training as a regular part of Strategic Council planning.
- Future training at the next Strategic Council assembly.
- Recruit a professional “Futurist” to the Council (with explicit task of curating “chatter” for consideration by the Strategic Council).

Though the focus of the Council centered on the work of the study groups, Councilors were also involved in Board-level committees, Council committees, class projects and other endeavors and innovations. Following are a few examples:

- **The Next Big Thing:** The Next Big Thing functioned as a study group in 2016, but its real purpose is to provoke higher altitude thinking with all that the Council does. The Next Big Thing embodies the true purpose of the Council and serves to remind the Council of its highest and best use: A focus on answering the questions “WHY?” and “WHAT?”.
- **Social Wall at Town Hall, at the AIA Convention in Philadelphia:** The Strategic Council arranged a physical (tackable and writable) wall to use as

an interactive venue engaging the membership on the expo floor in the AIA Town Hall. The wall served as an opportunity to raise awareness about the Council and its ongoing study efforts as well as to solicit feedback from the membership.

- **Knowledge Leadership Assembly:** Councilors who attended the 2016 Knowledge Leadership Assembly (KLA) took the opportunity to forge connections between the knowledge communities and other member groups' initiatives and the work of the Council study groups. Councilors facilitated a series of roundtable discussions and illustrated the ongoing work of the study groups.
- **Outreach Exercises:** The Strategic Council is an outward-facing body and as such we make an effort to engage with the local community when we assemble. The goal of these exercises is both to give the Council perspective as we think about the future of the profession, as well as to serve as a resource to the local communities.

o Detroit Schools, Detroit Assembly: For our first assembly of the year, on February 23, we engaged with the Detroit School of Arts, the Architecture Prep program of the University of Michigan and IMPACT Detroit.

o Habitat III, Washington DC Assembly: In our assembly in Washington DC, we focused our outreach efforts on the outcomes from UN-HABITAT III conference in Quito, Ecuador. Specifically, we focused on issues related to housing and urban development. With a delegation from AIA having attended the conference, and with an understanding that the Board of Directors was engaging with the Department of Housing and Urban Development, the Strategic Council hosted a charrette to complement these efforts. Councilors engaged in a design thinking exercise as a continuation of the outreach exercise held prior to the assembly. The exercise involved small group discussions on strategies for three areas of the New Urban Agenda that were identified during the outreach exercise—urban spatial strategies, public space, and housing policy.

• **Generative Work**

o Implicit Bias and its Impact on Leadership and Decision Making: At our February assembly,

the Strategic Council, in partnership with the Diversity Council, engaged in implicit bias training led by Dr. Shirley Davis.

o Foresight Training with Design Intelligence: The Strategic Council engaged in a foresight training session led by Jim Cramer and Bob Fisher from DesignIntelligence focused on ideation and creating future relevance within the changing context of the profession and marketplace. As an integral part of the Detroit Assembly in February, the facilitators led a series of research presentations and interactive exercises to enhance the Council's ability to identify, analyze, and interpret key trends and changes in the wider environment for architecture and design; and enhance the ability to generate key insights and ideas that position the Council and Institute as thought leaders, as well as enhance the ability of the Institute to elevate members and the profession.

• **Convention Repositioning:** Through the Outreach Study Group efforts, the Council aligned with the Brand and Engagement arm of AIA to assist in a re-positioning initiative for the AIA Convention. The session, facilitated by Don Neal with 360 Live Media, began to develop strategies to well position the Convention for the next several years. The mission is to take an already successful Convention experience, and transform it into a not-to-be-missed-citywide experience, more focused on architecture, than architects, while also significantly increasing architects in attendance.

• **Digital Presence of the Council:** In 2016 we began coordinating with the AIA Digital Transformation team on an expanded digital presence of the Council within the new AIA website. The primary purpose of these efforts is to create a digital platform that engages the Institute leadership, members, profession and public with the Council's ideation work. The platform will be a space for cataloguing the Council's work for reference and use by future Councils and will be a source to stimulate other content.

• **Council Cabinets:** One of the recommendations from the Best Practices Committee of 2015 entailed each Councilor appointing their own Councilor Cabinet. The intent was to connect the Council to our membership and broaden our perspective. Participating Councilors established

their own personal advisory group in time for the first assembly in Detroit. Cabinets were composed of three or more people who could offer insight and feedback on issues regarding the Institute, the profession and society. Cabinet members offered diversity of thought and perspective to Councilors.

• **Louise Blanchard Bethune Fellowship:** Retiring Councilors will from here on be recognized as Louise Blanchard Bethune Fellows serving as recognition of their service and signifying their continued commitment to the mission of the AIA and Strategic Council. Instituted in 2016, Bethune Fellows will act as advisors and ambassadors to the AIA beyond their term of service on the Strategic Council. The 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. The Fellowship challenges the AIA Strategic Council to at all times 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. As a growing brain trust for the American Institute of Architects, Louise Blanchard Bethune Fellows may be called upon for a range of services to help progress the mission and vision set forth by the Strategic Council and the American Institute of Architects.

• **Green Event Planning Guidelines:** Though the document had been in existence before 2016, two Councilors actively worked with AIA staff to update the document to its current form. In the spirit of leading by example, these Councilors helped raise awareness and effect change in how we more sustainably plan for the Council's assemblies.

• **Strategic Council Orientation Video:** In summer 2016, the Council Class of 2018 began development of a video to be offered to incoming councilors to clarify purpose, and de-mystify the work of the Council. The project features interviews groups, regional engagement, community outreach, etc.). The video was sent to the Class of 2019 in advance of orientation, and will ultimately be made available to local components as well.

• **Orientation for Class of 2019:** The Class of 2019 Orientation was provided over a two-day period.

Using the Council Guidebook as a framework for the discussion, the conversation focused on the role of the Council, and provided clarity between the Council and the role of the Board. Generative conversations, study group efforts, communications protocols and methods, and structure were also reviewed in detail.

• **Governance Effectiveness Task Force:** In the spirit of continuous improvement, 2016 President Davidson appointed a joint Task Force to study the effectiveness of the new Board and Strategic Council. The objective was to "take the pulse" on how AIA's governance structure is performing and identify ways to enhance its value to individuals and strengthen its impact on the organization and profession. Key findings and observations included:

o "It's working!" – Most respondents see the governance change as having a positive impact on the Institute.

o "Let the seeds grow" – The governance change was a significant change and therefore will require time and adjustment to maximize its potential.

o "Eye of the beholder" – Markedly different perceptions exist based on where one serves (e.g., satisfaction of Board and Council representatives).

o "We're on the same team" – Board and Councilors should be supporting and "rooting for" the success of each body.

o "Can you hear me now???" – Communications challenges are the central theme running through participants' perceptions of what can and should be improved.

o The Task Force recommended detailed improvement in three primary categories:

» Enhancing Communications and Transparency.

» Clarifying Roles and Responsibilities.

» Applying Appropriate Resources.

The Strategic Council continues to grow and evolve

toward the promise of serving as a true think tank on behalf of the AIA. The 2016 Journal of Work provided a brief survey of the work and is merely a sampling of the thousands of hours of effort expended by the Council and others toward this end.

**Lanny McIntosh:** I can only speak to my experience. Our achievements included the 2015 Strategic Plan; initiating the Study Group process; successfully prototyping and executing the plan for the first year's iteration; and modeling a hands-off/ transition/ orientation to the next year's Council. Not everything worked as planned. In some cases, that was a good thing. In other cases, maybe not so much.

**Yu-Ngok Lo:** Informing the AIA membership of the important things the Council is working on at the grassroots level has been a challenge. What do you think we can improve to provide effective communication to our membership?

**Dan Hart:** I believe as an organization, we are somewhat confused about who reports the Board's activity. It used to be that regional representatives populated the Board. It was part of their role, then, to report on the Board to their regions. Now, regional representatives are elected to the Council. Councilors are no longer in the best position to report on the Board. The Board must report on its own activity. Once this happens (and I don't mean to suggest it is not happening at all...it's just not where it needs to be yet), it will remove a huge burden from the Council and our members (and our Councilors) will be less frustrated. We need real-time, more interactive communications. And yet our President can't be everywhere all the time. I believe a series of real-time Presidential conversations using technology could be easily organized and we need to better mobilize our Board members to attend and report at the marquee AIA events.

Once the burden is removed from the Council to exhaustively report on the Board's activities, Councilors will be free to report on and solicit input for the work of the Council. This can happen in a variety of ways.

• Regional Board Meetings and Conferences

• Councilor cabinets

• AIA Affinity Groups:

o KLA

o Large Firm Round Table and Small Firm Exchange

o CACE

o YAF

o Emerging Professionals

o Students

o Committees

• Presence at Conference, Grassroots and other AIA events

I believe it is imperative we seek to go beyond the AIA and our profession to participate in and dialogue with our allied professions and other industries.

**Lanny McIntosh:** One idea we discussed was the role of a Councilor as a "scout of the institute". There is this notion of the Council facing outward that 2016 President Davidson talked about. I like that very much. Putting that in motion and making it a reality is something for the next iteration to really consider.

**Yu-Ngok Lo:** Anything you would like to add?

**Dan Hart:** In his book, *Designing Our Way to a Better World*, Thomas Fisher, Assoc. AIA says we are entering the era of the architect. I believe he's right. He suggests, "No profession seems better poised to prosper in the 21st century than architecture." He goes on to say, "The on-demand economy, in which goods and services are temporarily accessed rather than permanently owned, favors creative innovators who can imagine new ways of living and working, something at which the architectural profession has always excelled."

Fisher underscores his argument, "Architects are trained to envision what doesn't yet exist, provide for unanticipated needs, and accommodate future changes through greater flexibility. To varying degrees, they are practical futurists, a profile very much in demand in our new paradigm-shifting economy."

This is the era of the architect . . . IF we seize the opportunity. We are creative innovators and practical futurists and I believe we can, with the AIA Strategic Council leading the way, play a key role in staking out new territory for architects, our profession and for



society in general.

**Lanny McIntosh:** I'd like the Council to carefully consider its regional representation. For all of its faults and its unwieldy size, the region structure serves as a pipeline of leadership into national service and a mechanism to build collegiality in a democratic way. Each region has its own way to

develop future leaders and bring people into the light. It is far from perfect, but it serves many great purposes and exposes people from all corners of the institute to thinking and points of view that are truly local. It makes our great institute a smaller organization.



**Dan Hart, FAIA** is a Principal and Director of Higher Education Practice for his firm Parkhill, Smith & Cooper. He serves on the board of directors of the 320-person firm founded in West Texas.

As a dedicated advocate for the profession, Dan has served as President of the Texas Society of Architects (2011), Strategic Council Moderator (2016) and in numerous other capacities advancing architecture. He was elevated to the AIA College of Fellows in 2014.

Both architect and engineer, Dan was an adjunct instructor of architectural engineering at Texas Tech University. He has served as chair of the Davidson Distinguished Lecture Series for Midland College, a trustee on the Board of Trinity School of Midland and currently is a trustee on the Board of Shreiner University.

**Ellis (Lanny) McIntosh Jr., AIA,** with close to 40 years of experience in architecture, has led Tulsa-based The McIntosh Group as founder and CEO since 1998.

A 1979 graduate of the University of Arkansas School of Architecture, Lanny started his career in Little Rock working for a firm specializing in historic preservation, and moved to Tulsa in 1981, where the majority of his work centered around national and international work in a variety of building types. Lanny has served the AIA as AIA Eastern Oklahoma President, AIA OK Director, AIA Central States Region Director to the AIA National Board (2013-14) and as the first Strategic Council Moderator. Currently, Lanny serves on the AIA ArchiPAC Steering Committee, and on the AIA OK 2017 Convention Steering Committee.

Lanny's other accomplishments include Harvard GSD AMDP Class of 2015, University of Arkansas Fay Jones School of Architecture+Design Dean's Circle and Co-Chair Capital Campaign Committee and Co-founder Tulsa Foundation for Architecture. In 2015, Lanny was recognized by the Tulsa Regional Chamber of Commerce as Small Business Person of the year; then in 2016 by the U.S. Small Business Administration as the Oklahoma District Small Business Person of the Year, and by the U.S. Chamber as a "Dream Big" Blue Ribbon Award winner for his business leadership.



## STRATEGIC COUNCIL STAFF



**Pamela L. Day, Hon. AIA**

Pam Day, Hon. AIA, is the Corporate Secretary and Managing Director of Governance Administration for the AIA. She works directly with the AIA elected officers and management to advance the AIA's governance model. Pam has been with the AIA for 20-plus years, after having served as the Executive Director of the American Institute of Architecture Students (AIAS), from 1998-2003.



**Anne Tyler Feldmann**

Anne Tyler Feldmann is the Director of Governance at the 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 for the knowledge and practice team, where she worked closely with member groups such as the College of Fellows and the Small Firm Roundtable (now known as the Small Firm Exchange). Anne Tyler is a graduate of the University of Richmond with a degree in leadership studies.

**2017 Calendar**  
Strategic Council

**FEBRUARY**  
Council Webinar Assembly

**MARCH**  
Grassroots Council Assembly

**APRIL**

A'17 Conference on Architecture  
serve as delegates-at-large

**MAY**

Council Webinar Assembly

**AUGUST**

Council Webinar Assembly

**OCTOBER**

Council Webinar Assembly and 2018 elections

**NOVEMBER**

Council Webinar Assembly  
Progress Update of 2018 Operating Plan  
and Budget

**DECEMBER**

Council Orientation  
Council Assembly

AIA Strategic Council Yearbook 2017

