



## THE REGION OF THE VIRGINIAS

September 2013 Report

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### **HEADLINES**

#### **AIA SEPTEMBER BOARD MEETING**

There was a full agenda at the September board meeting, but much time and attention was focused on governance. The AIA Board voted to move toward a bicameral organizational structure with a Board whose responsibilities includes day to day management of the Institute and a Council which will be a “think tank” setting the strategic direction for the Institute. The Board will be comprised of elected officers, the CEO and At-Large members while the Council’s composition will be decided by the Council. At least initially it will be comprised of regional representatives as it is now. See more detail under “governance”.

#### **PUBLIC DIRECTOR**

The Board elected Julie D. Taylor, Hon AIA/LA to serve as the Public Director from the close of the 2013 annual meeting of the Board of Directors to the close of its December 2016 meeting.



Julie D. Taylor, Hon. AIA/LA, presides over a firm which deals with image management, strategic media planning, and media relations. She brings expertise and experience as a design industry publicist, marketer, writer, editor, and critic to her practice of public relations and marketing. Prior to establishing Taylor & Company, she was the Director of Public Relations and Communications at Pacific Design Center.

In 2007, Taylor was granted Honorary AIA/LA status for her service to the chapter. She is also the recipient of a 2012 AIA California Council Allied Achievement Honor Award for her "design evangelism." Taylor is a long-time editorial veteran, with a variety of publishing credits, including senior editor positions at design and marketing publications in New York City.

She is currently the editor of the *Society of Architectural Historians News/Southern California Chapter*. Taylor is the author of the books Outdoor Rooms (1999), a best-seller for the publisher, and Bars, Pubs, & Cafés (2000), and co-author of Spa: The Sensuous Experience (2006).

#### **REPOSITIONING THE INSTITUTE**

The Board approved the following vision statement regarding its repositioning initiative:

*Together, we agree that the time is now to change the way we think and behave in order to shape our future. To become a more valued, relevant organization, the AIA will focus our priorities to:*



- *Elevate public awareness*
- *Advocate for the profession*
- *Create and expand the sharing of knowledge and expertise to ensure a prosperous future for our members.*

*Never before have we needed this level of bold, visionary leadership to inspire architects to work together and build a better world—through architecture.*

In a video at: <http://vimeopro.com/user15766364/board-sept-21-2013/video/75231703>, President Mickey Jacob FAIA announced three initiatives aimed at assisting Chapters with outreach and with their websites. The three initiatives are:

- **Advocacy Program** - Building stories about architects and architecture, and posting these in business journal networks throughout the county. The AIA will be encouraging the business journals to call upon local architects for input and quotes.
- **Video Program** - Developing videos about architecture and how it enhances the quality of life. These videos will be posted on the AIA's spot on You Tube. Chapters can download these and use them for public relations efforts.
- **Web Resources** - Creating a web-based program to help components with website and social media.

For more information, go to: [www.aia.org/repositioning](http://www.aia.org/repositioning).

## ENVIRONMENTAL SCAN

The AIA has undertaken a comprehensive environmental scan to identify leadership opportunities for architects through sustainability. Prepared by AIA resident Fellow, Mary Ann Lazarus FAIA, this scan is based on the Foresight report issued earlier this year. With rapid urbanization, compliance with the 2030 climate commitment and more severe weather events, four key focus areas emerged:

- **Climate Change and Resilience** – How can we build stronger communities that will resist damage due to extreme weather events?
- **Design and Human Health** Evidence based Health Advocacy through architecture
- **Performance Metrics** – How are we doing
- **Energy** – Energy benchmarking

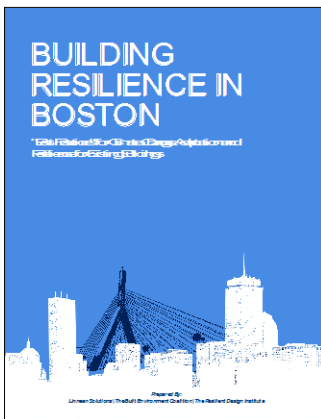
We are investigating partnerships with the Urban Land Institute (Design for health), Architecture for Humanity, and USGBC to advance the AIA's position in these key focus areas. The AIA is also preparing a deep energy retrofit guide.



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## Priorities + Trends

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NYC Benchmarking regulation

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July 2013 report prepared by the Boston Society of Architects for the Boston, Green Ribbon Commission Climate Preparedness Working Group

## Priorities + Trends Analysis

To determine the best role for the AIA in strengthening sustainability leadership for architects, we reviewed the current state of sustainability priorities and emerging trends across a wide spectrum of organizations, firms, and institutions.. Seven principal trends and priorities emerged from the research, informing the scan’s recommendations:

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### **1. DRIVE FOR MEASURED PERFORMANCE**

The global design and construction industry is transitioning from loose, aspirational sustainable goals to measured performance expectations and requirements.

### **2. INTERSECTION OF DESIGN AND HUMAN HEALTH**

There is a rapidly growing understanding of the important role that the built environment plays on human health and wellness.

### **3. FOCUS ON EXISTING BUILDINGS AND URBAN AREAS**

In developed countries, the greatest design need and opportunity lies in the renovation and upgrade of existing buildings and urban centers. At the same time, rapid urbanization is taking place across the globe, with the majority of the world's population now living in cities, many in informal settlements.

### **4. DEMAND FOR MATERIAL TRANSPARENCY**

The building industry is moving from a focus on single attributes of building materials, such as recycled content or rapidly renewable resources, to requiring a comprehensive life cycle analysis approach and disclosure of health characteristics in material assessment selection.

### **5. IMPORTANCE OF WATER**

As potable water shortages are becoming common and more infrastructure systems are challenged, design for water conservation, a more resilient infrastructure, and onsite rainwater management is now a mainstream priority in many parts of the U.S. and world.

**6. NEED FOR RESILIENCE IN DESIGN** Regions affected by natural and man-made disturbances are promoting a transition from a reactive disaster assistance to a proactive resilient design role where architects participate in planning and design for long-term resilience and adaptation .

**7. GROWING GREEN BUILDING DEMAND** The demand for “green building” did not wane during the recent recession in many regions, and according to McGraw Hill’s most recent sustainability survey, as the economy continues to recover, there is an expanding demand for green building throughout the globe.

### **Leadership Perspectives**

To identify those issues that offered the greatest opportunity and importance to architects, we asked a broad range of AIA and non-AIA leadership representatives for their perspective on the most important sustainability priorities and trends to meet the current and future needs of their clients and communities.

**Combined, the top priorities and trends the leaders identified were:**

### **Performance Metrics**



**Design + Human Health**  
**Climate Change + Resilience**  
**Energy**

**MEMBER RESOURCES TASK FORCE**

Chairperson Lawrence Livergood, FAIA reported on the activities of the Member Resource Task Force whose charge was to evaluate what it means to be an AIA member and what success looks like for the AIA in delivering a value proposition to its members. The board passed the following motion based on recommendations of the task force:

The Board endorses the recommendations of the Member Resource Service Task Force as presented at this meeting. With that in mind, the Board directs AIA management to take appropriate measures toward planning for the following goals:

- Invest in technology to offer a personalized member experience to AIA members.
- Wind down the current revenue-share resourcing model in successive twenty-percent reductions over a five-year period beginning in 2015. (Thus, the revenue share in 2015 would equal 80% of the 2014 total revenue share, the revenue share in 2016 would equal 60% of the 2014 total, and so forth.) Management, together with the Task Force, is further authorized to investigate and recommend appropriate incentives for membership growth and retention.
- Empower the state organization (or another component) in each state to ensure that all chapters in that state deliver appropriate service and value to their members.
- Establish component accountability for ensuring basic delivery of member value. This may include the establishment and/or adjustment of minimum standards, and a certification process to bring the AIA into alignment with association best practices. Certification should include a higher minimum number of members in each chapter to ensure chapter viability.
- Remove governance roadblocks to efficient organization and service delivery throughout the AIA (that is, to permit adoption of best practices and new approaches). This may include enabling state organizations to create sections where that is not already possible.

There was discussion about eliminating the three-tier structure which can be inefficient and redundant. AIA Colorado has modified its governance structure to do this. AIA Management will bring its resulting findings and recommendations to the Board for further action

**GOVERNANCE**

In July 2013 the AIA created a task force to grapple with the question of whether the current Board structure is relevant and optimum for what lies ahead. The task force was comprised of the Executive Committee, a representative from each Board class, a CACE member and a NAC member. Below are some of the reasons for considering a new governance structure, and following that is a copy of the resolution which describes the actions the Board took and next steps.



**Q: Why are governance changes necessary?**

- Adapting our governance model to get the right bodies of leaders making the right decisions is necessary for AIA to show the bold leadership that our members have repeatedly called for.
- A streamlined governance framework allows the Board to more effectively address important issues affecting members and the profession.
- Changes to the governance structure that create more time and space for our leaders to address professional issues will heighten our relevance and value to our members.
- Governance that supports agility will enable us to respond to new opportunities more effectively.

**Q: What will a governance change look like?**

- We'll create two houses in the governance structure.
- A smaller Board of Directors will have a well-defined strategic, fiduciary responsibility and Board members chosen for specific roles and talents.
- A larger Council will take up the compelling issues of the day with the potential to impact the profession such as the environment and the role of design in improving public health. The composition of the Council will ensure geographic, demographic and subjectmatter diversity.

**Q: Why are governance changes necessary now?**

- Previous attempts brought the same results in Board composition and structure. Now, there is strong momentum and appetite for meaningful change.
- There is an explicit call for change by members via the Convention resolutions. CACE— influential stakeholders voiced a desire for change.
- Some components are already changing/repositioning and look to national Board for similar action and leadership.
- Other influential stakeholders—allied organizations, clients, leaders in architecture and others, are also looking to AIA to lead and anticipate change.
- External influences are making change necessary and possible—demographics, economy, technology, etc.

**Q: What are the advantages to making governance changes?**

- The two houses will define appropriate delineation of roles and responsibilities.
- Achieve higher levels of satisfaction among volunteers.
- Becomes a model of change that can be replicated by components.
- Allows the organization to more effectively make decisions and take positions.
- Presents new opportunities for individual growth and leadership, particularly for those who do not follow the typical leadership pathway (e.g., working up through Component structure) and facilitates more meaningful discussion of the important issues of interest to the members and AIA.



**Q: How will governance changes impact current members of the AIA Board?**

- Current board members retain their position throughout their term.
- Elevates level of discussion to focus on issues affecting future of the profession.
- Current Board members will participate in significant change for the AIA that will leave a legacy of their service.

**Q: How will governance changes benefit the member?**

- Allow the Board to be more fully engaged with issues concerning practice, profession, and the larger society.
- The AIA will be better able to take advantage of opportunities that can positively impact the profession.
- Streamlined governance better aligns with expressed needs of professionals and the profession.
- Instills confidence in the relevance of the AIA by demonstrating a willingness to respond to member feedback.

**Q: What type of issues and opportunities can the Council address?**

- For Emerging professionals—education, path to licensure, hiring.
- Identify and stay ahead of marketplace trends—clients, contractual practices, money, economy—that affect the profession.
- Anticipate and prepare members for changes in Professional practice.
- Advocacy issues.
- Identify and recommend action on international development and/or expanded opportunities.

**NEXT STEPS**

The next steps are that the Executive Committee will review the comments from the September Board meeting then come to the Board in December with a more specific governance model including a timeline for implementation. Based on input from the Board at that time, a bylaws change will be drafted. Any change in the governance model will require voted from the general membership at the 2014 Convention in Chicago. There will be updates at the 2014 Grassroots session.





AIA

*Handwritten signatures and notes in blue ink, including 'michigan' and 'H. O. J.'.*

*Handwritten signatures in black and blue ink, including 'LeRoy Hays', 'Markus Jank', 'Tara R. Kowale', 'Jane Frederica', and 'James R. Nader'.*

ADVANCING THROUGH ARCHITECTURE

Together, we agree that the time is **now** to change the way we think and behave in order to shape our future. To become a more valued, relevant organization, the AIA will focus our priorities to:

- Elevate public awareness
- Advocate for the profession
- Create and expand the sharing of knowledge and expertise to ensure a prosperous future for our members

Never before have we needed this level of bold, visionary leadership to inspire architects to work together and build a better world for all people – through architecture.

BOARD RESOLUTION: APPROVED ON SEPTEMBER 20, 2013

Be it resolved that the Board approve the proposed structural change to reflect a bi-cameral strategy by which to eventually design the details of membership, term and responsibility

BOARD RESOLUTION: APPROVED ON SEPTEMBER 21, 2013

The Board agrees that the approved bi-cameral governance strategy will more effectively advance the Institute's mission by allocating and aligning roles and responsibilities to appropriate bodies of leaders. Specifically through

- A smaller (11-15 member) "Board of Directors" that serves a fiduciary role to ensure the health of the organization and ensure effective implementation of its strategy
- A diverse, representative and forward-thinking "Council" of leaders that considers, prioritizes and advances solutions to professional issues that impact architecture
- Flexible structures, policies, and procedures that maximize opportunities for leaders from diverse backgrounds to serve in governance and positively impact the direction of the Institute, the profession, and our impact on society.

*Extensive handwritten signatures and notes in various colors (black, blue, red) surrounding the main text, including names like 'Steve Fickman', 'M. Farza', 'W. B. J.', 'M. P. Cox', and 'M. Farza'.*