

US, WE, TOGETHER.

Together, we made a commitment to positive change.

This progress report highlights some of the many ways we're reaching that commitment. You're accelerating the pace of activity with your effort—and keeping us on track today to remake AIA into a 21st-century member organization that works for us all. ● Together, we agree that the time is now to change the way we think and behave in order to become a more valued, relevant profession. The AIA will focus our priorities to: Elevate public awareness, Advocate for the profession, and Expand and share knowledge. ● Bold, visionary leadership is urgently needed to ensure a prosperous future and to inspire architects to create a better world for all people—through architecture.

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2014 AIA REPOSITIONING REPORT

We get it—and we're getting there, together. Now that the ethos driving positive change has been firmly established, we have accelerated efforts to act with intent and resolve. This report charts real progress, not just in the areas needing remediation—that's a given—but in how we're shaping a better future for ourselves, our profession, and our world. We hope you find these examples of our collective progress easy to read, print, and share.



Helene Combs Dreiling, FAIA, 2014 AIA President



Robert Ivy, FAIA, Chief Executive Officer

PRIORITIES

The original priorities identified by the members fell into four areas:

1. CONNECT

2. ENGAGE

3. LEAD

4. INNOVATE

1. CONNECT

PRIORITIES

**Component autonomy
versus unity**

Component structure

Tier coordination

INITIATIVES

Individual actions, overall goals—they're all connected. This year, we made big moves across all three tiers:

- A member taskforce developed 14 guiding principles and provided recommendations, approved by the AIA Board, on how AIA resources can leverage each tier's unique power
- A two-day charrette with the Big Sibs, AIA's largest Components, put a spotlight on Component Structure and Tier Coordination. We envisioned an improved Component structure for member value and experience, including core roles and responsibilities for each tier
- A 25-Component executive work group convened to use the member taskforce recommendations for brainstorming new ideas to serve members. Recommendations included setting a requirement that all newly-formed Components provide core services to a minimum of 100 members
- State and local Components took initiative to improve the delivery of their member services, taking into account autonomy, structure, and Tier Coordination:
 - AIA Northwest Wisconsin invested in technology to better connect geographically-dispersed members, allowing improved participation in Component meetings and activities
 - AIA Portland drew from member listening sessions centered on the repositioning priorities to offer continuing education classes on practice and integrated design
 - AIA Seattle structured its 2014 strategic planning process around repositioning goals

2. ENGAGE

PRIORITIES

Efficacy of communications Engaging emerging professionals

INITIATIVES

To advance our profession, we all need to know we can make a difference. You told us these two things are needed to reach a higher level of engagement: Improving communications and changing the environment for emerging professionals.

We implemented communications audit recommendations to benefit all members:

- Launched the AIA Foundation to focus on public outreach and dedicated \$2 million in support to address Octagon structural issues and endow scholarships
- Hired a new marketing team to re-invigorate our outreach materials and messaging
- Created vibrant, diverse, and video-rich membership recruiting materials
- Developed a three-year public relations plan
- Created two work groups to address Component website needs and pilot viability of joint National/Component communications
- Launched planning to improve the AIA digital platform, including the redesign of aia.org
- Sponsored “Cool Spaces,” an eight-episode public broadcasting TV series debuting in April, presenting compelling stories of what architects do
- Focused our 2013 Convention on increasing the participation and visibility of emerging professionals
- Improved member communication, including enriching content on the member-only section of aia.org with professional and career development resources, business insights, and connections across social media

- Convened the leaders of major collateral organizations serving the profession—licensing boards, schools of architecture, an academic accreditation body, and a student organization—at the 2014 Emerging Professionals Summit. With AIA leaders, we united in taking concerted action to improve the conditions affecting the next generation of architects. At the Summit, 72 participants outlined 12 priorities and proposed actions to clarify issues including the range of paths graduates may take to the profession, how architects manage greater amounts of risk and responsibility, and the future of the “intern” designation in professional practice
- Created “My Profile,” a new self-service portal on aia.org that gives members control of their interactions and AIA profile information
- Developed ACD5, the latest version of AIA Contract Documents, which moves contracting and collaboration entirely to the cloud
- Expanded our social media presence: LinkedIn: 18,783; Facebook: 50,411; Twitter: 50,951. AIA chats hit more than 1 million potential friends, followers, and fans in 2013
- Hosted the Women’s Leadership Summit to standing-room only attendance
- Created a toolkit for establishing Women in Architecture Committees across the country

As a result of our efforts to raise our media visibility, AIA sources and data were cited in 5,234 stories over the past year. Here are a few of the highlights:

- *The Wall Street Journal* profiled member Courtney Brett, AIA, who started her own firm in 2012 at age 25.
- *Fast Company* shared our infographic on how architecture can literally save your life.
- *Wired* magazine highlighted the AIA COTE Top Ten Green Projects
- CNN featured 11 AIA Honor Award recipients in a stunning online video, calling them the “coolest buildings in America.”

3. LEAD

PRIORITIES

Leadership tenure and agendas Board size and composition

INITIATIVES

We're making changes to become more flexible and transparent and to offer more diverse points of entry. To increase involvement and clear the paths for tomorrow's leaders, we:

- Took action to adopt a bi-cameral governance model: A smaller board of directors for more agile decision-making and a larger, diverse Strategy Council to help identify and take advantage of opportunities. Delegates will vote on the necessary bylaw amendments at the AIA convention
- Completed or considered governance and organization changes on the state and local board levels:
 - AIA Colorado planned consolidation of the governance structure and services provided by its state and local Components with a member vote scheduled this spring
 - AIA Space Coast executed a statewide management feasibility study to examine whether members would be better served through a state Component
- Refocused the 2014 Grassroots program on leadership development
- Fulfilled the 2013 convention resolution on transparency regarding the Repositioning research and implementation plans (information available at aia.org/repositioning)
- Changed the AIA bylaws to allow Associate Members to serve in Component board leadership positions. Currently, 96 percent of State Boards and 64 percent of Local Boards invite their participation
- United influential leaders from 13 industry organizations in the first CEO Summit with NIBS President/CEO Henry Green, Hon. AIA, resulting in an Industry Statement on Resilience, to be released during Disaster Awareness Month in May 2014

4. INNOVATE

PRIORITIES

Prioritization of initiatives

Taking a stand on important issues

Resource allocation

INITIATIVES

Innovation requires both an understanding of goals and the resources to achieve those goals as a requisite for bold leadership. We:

- Began to prioritize AIA National programs outlined in the 2014 operating plan (to be completed by June 1). The prioritization includes developing concise metrics and a dashboard to track membership, financial performance, and progress on the Advancing The Profession statement priorities
- Provided resources through Innovation Fund grants to create the *Small Firm Roundtable: Architect's Professional Primer*, a tool to help practitioners make strategic decisions and set goals for practice success, and to develop the Custom Residential Architects Network (CRANtv), a digital video series to educate the general public on the importance of hiring an architect
- Devised a roadmap for members to stay ahead of trends with our Sustainability Leadership Opportunity Scan and shared important business insights through the Foresight Report
- Advocated for NCARB to relax Intern Development Program rules on experience duration, making it easier for interns to advance through the licensing process
- Revised Gold Medal eligibility criteria to recognize modern collaborative practice

We also advocated for changes that benefit architects and the profession. Here are some highlights:

At the federal level, we:

- Led a coalition of more than 1,000 companies and organizations to block a Senate repeal of 2030 energy efficiency targets for federal buildings
- Signed the first-ever Memorandum of Agreement with HUD for better collaboration between federal government and architects on community and housing issues

- Testified on Capitol Hill for reform of the design-build contracting bid process
- Drafted the National Design Services Act, which, if passed, would allow students to use community service to pay off part of their loans

At the state level, we:

- Developed a legislative toolkit aimed at strengthening the role of architects in the design/build process:
 - AIA North Carolina used the toolkit to successfully develop its design-build law
 - AIA Alabama and AIA Indiana used the toolkit in negotiations with lawmakers
- Developed model legislation for public-private partnerships that prioritize the design quality and life cycle considerations of public buildings:
 - AIA Tennessee, AIA Pennsylvania, AIA Oregon, AIA Georgia, and AIA South Carolina used this model to positively influence legislative outcomes
 - International organizations, including the World Bank and the United Nations Commission on International Trade Law, have asked to use this model legislation in efforts to reform international delivery laws for model projects
- Blocked, with AIA Arkansas, the construction of electric transmission towers and power lines near Thorncrowne Chapel, an architectural landmark in Arkansas
- Aided state governments in passing Good Samaritan laws that shield architects from liability in disaster-relief situations

INNOVATION FUND RECIPIENTS

Repositioning Ambassadors awarded \$240,000 in Repositioning Innovation Grants to foster creative, replicable ideas:

- AIA Chicago developed two Spanish-language outreach programs with Arquitectos, a professional organization of Latino architects in Chicago: *Working with an Architect (WWAA)* and *Ask an Architect*
- AIA Colorado South, West, and North (with AIA Colorado and AIA Denver) produced *Repositioning in Colorado: A Comprehensive Look at the Structure and Service Provided by the State and Local Components*, designed to streamline their focus and governance structure to best serve all AIA members in Colorado
- The Custom Residential Architects Network developed CRANtv, a digital video series to educate the general public on the importance of hiring an architect
- AIA East Bay is developing the AIA Social Magazine app, a news aggregation app pulling from AIA National and state and local Components
- AIA East Tennessee is funding a project that uses architecture to strengthen critical-thinking skills in students grades 4 through 12 by demonstrating how the design process works
- AIA Northwest Wisconsin worked to better connect at the local level through developing *AIA Chapter Connects*, a digital template to guide chapters
- AIA Seattle focused on the 2030 challenge, creating *Getting to Zero*, a cutting-edge curriculum centered on leading members through the next target of the 2030 Challenge and beyond
- AIA San Francisco is collaborating with NCARB to help interns complete 500 required hours for licensure in 2014
- AIA Space Coast is executing a statewide management feasibility study to examine whether members would be better served through a state Component

- Small Firm Round Table is developing *Small Firm Roundtable: Architect's Professional Primer* to give emerging professionals the resources they need to begin
- Small Projects Practitioners is launching First Projects, a year-long pilot project to chronicle how established architects began with the intention of encouraging emerging professionals
- AIA Tallahassee is funding a Citizen Architect Fellowship in Residence, a four-month immersion strategy to allow an architect member interested in elective public office to develop and coordinate grassroots legislative efforts
- AIA Utah is partnering with AIAS and University of Utah on a student-to-professional mentoring program
- AIA Vermont reached out to bilingual communities and education centers through a customized Airstream trailer touring the state to introduce architecture as a career

ADVANCING THE PROFESSION

Every action listed here and many others came about, at least in part, because of our mutual commitment to positive organizational change.

The more engaged each of us is with this process, the more coherent and commanding the message will be: Architects create a better world for all people—through architecture.

COMPONENT MOMENTUM: MEANINGFUL POSITIVE CHANGE

We surveyed AIA Components about whether they planned to make significant changes in response -to the repositioning, and here are the numbers committed to making change happen and to helping realize the goal of a relevant, revitalized AIA.

Engaging emerging professionals

State Component: 80 percent

Local Component: 81.2 percent

Local Section: 100 percent

Improving member communications

State Component: 64 percent

Local Component: 76.8 percent

Local Section: 71.4 percent

Leading change in governance

State Component: 52 percent

Local Component: 30.4 percent

Local Section: 42.9 percent

Prioritizing initiatives

State Component: 52 percent

Local Component: 30.4 percent

Local Section: 42.9 percent