



# AIA Ohio Valley Region

A Region of the American Institute of Architects

## AIA Ohio Valley Region Report – December 2014

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**AIA Mission Statement:**

“The AIA is the voice of the Architectural Profession and a resource for its members in service to society.”

**AIA Vision:**

*Positive Change Through the Power of Design*

### **AIA Board of Directors’ News**

Following is a summary of topics from the AIA National Board of Directors September meeting and October Webinar meeting.

#### **September AIA National Board of Directors’ Meeting**

1. **Governance:** The Board received an update on the work of the Council Steering Group, including an overview of the group’s two Subcommittees: Structure and Rules. Great progress has been made on developing the structure for the new Strategic Council so that they can get off to a good start in 2015. The Board engaged in break-out discussions on the following topics:
  - a Options for conferring the AIA Honor Awards
  - b Options for Council leadership
  - c Process for electing At-large Representatives to the Council
  - d Following these deliberations, a series of straw polls were conducted to provide direction to the Council Steering Group and the Secretary’s Advisory Committee on potential revisions to the AIA Rules of the Board and the development of the Rules of the Council.
  - e The Board endorsed in principle the concepts presented through the summary of decisions and straw polls, and encouraged the Council Steering Group and the Secretary to take them into account in preparing Rules of the Council which will be presented for adoption by the Strategic Council in December 2014.
2. **Digital Transformation and PR Plan Update:** The Board received an update on plans for public relations and digital transformation. The Board will be asked to consider these plans as part of the 2015 Operating Plan and Budget, at its December meeting.
3. **Finance and Audit Committee Update:** Treasurer John Grounds, AIA, briefed the Board on the Institute’s financial status as of July 2014, as well as the activities of the Finance & Audit Committee. The Board of Directors accepted the Treasurer’s report as presented.
4. **Reaffirmation of 2030 Commitment and Adoption of 2050 Imperative:** At its 2014 World Congress and Assembly in Durban, South Africa, the International Union of Architects unanimously adopted the 2050 Imperative which commits the global architecture profession to transforming the built environment by eliminating its contribution to the causes of climate change by 2050. The AIA Board commended the UIA for its leadership and furthered this achievement by committing the AIA to the 2050 Imperative and recommitting the AIA to the goals of the 2030 Challenge.

The Board commended the actions of the AIA delegation, and leadership of 2014 AIA President Helene Combs Dreiling, FAIA, who participated in the 2014 International Union of Architects World Congress and contributed to its unanimous endorsement of the 2050 Imperative.

5. Approval of a Memorandum of Understanding with the International Code Council (ICC): The Board approved in principle the AIA's entering into a memorandum of understanding with the International Code Council (ICC), and authorized the Executive Vice President/Chief Executive Officer to negotiate and execute such a document. This agreement formalizes a long working relationship between the two organizations to provide a framework for future projects, continuing previous efforts to create a set of coordinated, adoptable and enforceable codes.
6. Membership Category for Public Sector Architects: The Board ratified 2014 AIA National Convention Resolution 14-10, entitled "Membership Category for Public Sector Architects." A study of a potential new class of membership for architects employed by public agencies will be conducted beginning in early 2015, with possible action to be considered after that.
7. Member Service Resource Task Force: Recommendations of the Member Service Resource Task Force were presented to the Board for their consideration (See Attachment). The Board accepted recommendations of the Member Service Resource Task Force concerning organizational structure and governance, and authorized AIA management to coordinate their implementation.
8. 2015 AIA Planning Priorities: The Board engaged in break-out sessions to discuss the AIA's programmatic priorities for 2015. Management will review the results in developing the 2015 Operating Plan and budget, prior to presentation to the Board for action in December.

#### October AIA National Board of Directors Webinar Meeting

1. Young Architects Awards Jury: The Board approved a motion to create a Young Architects Award Jury, and include the College of Fellows Executive Committee and one past recipient of the award on the jury.
2. Harassment Policy: The Board adopted a policy prohibiting discriminatory or harassing behavior by members of the AIA Board of Directors and of the AIA Strategic Council, or other AIA elected or appointed volunteer leaders.
3. Governance: The Board received an update on the work of the Council Steering Group, including an overview of the group's two Subcommittees: Structure and Rules. Discussion focused on decisions needed to further develop the structure and rules of the Strategic Council, and possible committees. A draft of proposed revisions to the Rules of the Board were reviewed, reflecting the governance changes.
4. Culture Collective: An update was provided on the work of the Culture Collective, a working group of members and staff to drive the implementation of the initiatives of the AIA Advancement Statement and repositioning goals. The group includes over 50 leaders from across the AIA, including Jud Kline, FAIA, from Ohio. Within the Collective, there are seven working groups:
  - a. Exemplary Public Outreach: Utilizing social networks to quickly spread the brand.
  - b. Influence and Prosperity: Working to gather insights, align with the Board Practice & Prosperity Committee.
  - c. Emerging Knowledge: Seeking possibilities for knowledge and learning—Aligning with the work of the Board Knowledge Committee, for three creative efforts: 1) Discovering the practices of firms that are exceptional at sharing knowledge; 2) supporting the KCs in selecting and showcasing pieces that are most engaging for the public; and 3) gathering the latest stories and innovative practices from architecture schools, focused on preparing students for practice.
  - d. Firm Culture: Engaging with Practice and Prosperity committee and I&P work group. Upcoming article for Architect Magazine on goals and preliminary findings.
  - e. Communication: Primarily internal work and keeping us connected and informed as a whole.
  - f. Blue Sky: To think outside the box
  - g. Group Z: A more far reaching look at architectural practice
5. Year-end Reports: Following are some highlights of ongoing work of AIA Committees during 2014:
  - a. Secretary's Advisory Committee: Richard DeYoung, FAIA, Secretary
    - i. AIA Documents: SAC have drafted revisions to the Rules of the Board to accommodate the AIA's new governance structure, and is involved in discussions with the Council Steering Group on developing the Rules of the Council.
    - ii. AIA Policies: SAC developed a draft Harassment Policy for Board members and other AIA volunteers.
    - iii. International Matters: The Secretary implemented the decision to approve a provisional charter for an AIA chapter in Shanghai. He has also been requested to expand chapter territories to areas in the Middle East that are unassigned.
  - b. Board Knowledge Committee: Don Brown, FAIA, Chair

- i. The primary charge is to advise the Board on the collection, creation, validation, and dissemination of knowledge to the membership at large. Primary 2014 goals included:
          - 1. Share more broadly, the 'wisdom-wealth' of the knowledge Communities
          - 2. Stimulate research to benefit the profession and the design and construction industry
          - 3. Consider refinements to the Continuing Education System
  - c. Board Community Committee: Susan Chin, FAIA, Chair
    - i. The focus of the committee includes: Organizational alignment, firm culture, and Membership, Components, and Diversity. Activities during 2014 included:
      - 1. Organizational Alignment: The Committee conducted an outreach campaign to components across the country to gain insight on component best practices, such as practices in EP programming and services, relationships between components and schools of architecture, as well as identifying firms that exemplify model firm culture. The Committee also collaborated with the work of the Member Service Resource Task Force (MSRTF).
      - 2. Firm Culture: The Committee collaborated with other committees with similar focus, as well as our collateral organizations such as NCARB and ACSA. Key topics included leadership development and career advancement, and streamlining IDP to mirror ARE's six practice areas.
      - 3. Membership, Emerging Professionals, and Diversity:
        - a. Membership: The Committee worked to strengthen and expand the relationship between the Academy/Schools of Architecture, Emerging Professionals, and Practice. One initiative includes a workshop geared toward academics attending and participating in the 2015 convention.
        - b. Emerging Professionals: The Committee and other AIA leaders have coordinated and organized efforts to support and advance the findings of the emerging Professionals Summit. One outcome is the discussions surrounding Intern Titling, resulting in the creation of NCARB's Future Title Task Force.
      - 4. Diversity: A number of convention related activities were held surrounding many different aspects of Diversity in the profession. This also included a meeting to discuss and prioritize diversity programs and activities. One result is the development of a Diversity in Architecture Survey to be launched in December 2014 to establish a baseline demographic and to gain insight into architectural careers.
- d. Practice and Prosperity Committee: Jim Rains, FAIA, Chair
  - i. This new Board committee was established to advise the Board on ways to advance opportunities and pathways for firms and practitioners of all sizes to promote and sustain successful practices and prosperous business models. In response, the Practice Research and Resource Initiative is being launched with the following objectives and principles:
    - 1. Integrate professional resources and information through a unified digital search engine including a virtual handbook of practice.
    - 2. Endorse and support research to examine functional and building performance, environmental impacts and human wellness in the built environment.
    - 3. Initiate a directory of expert advisors to respond to professional inquiries and share similar experiences and outcomes.
    - 4. Identify metrics which characterize successful practices and business models.
    - 5. Advocate for thriving practice through communication within the profession, in the public, and through legislative and regulatory initiatives.
- e. Board Advocacy Committee: Tom Vonier, FAIA, Chair
  - i. Civic Engagement: This subgroup is evaluating existing advocacy programs related to civic engagement by AIA members to determine their effectiveness and how to best support AIA members serving in these roles.
  - ii. Communications: This subgroup worked to identify ways to reach and influence various audiences, guiding the Institute's outreach and public relations efforts. They reviewed and

provided feedback on the proposed three-year Public Awareness plan, selecting initiatives thought to have the most potential for impact.

- iii. Policy: This subgroup oversees reviews of the AIA's public policy and position statements and provides recommendations on Institute policies. This year, Category III, the World, was reviewed, and three new Position Statements were considered for adoption: Design and Health, Resilience, and Materials and the Built Environment. These all received stakeholder review in the Spring, and a 60-day Public Comment period this fall. Results will be shared with the Board at the December meeting.
- f. National Associates Committee Report: Haley Gipe, Assoc. AIA
  - i. As a result of the Emerging Professionals Summit, discussions have continued regarding intern titling. As a result, the term "intern" has been removed from official AIA membership materials, and the NCARB has developed a task force for further discussion.
  - ii. Joint Transition meeting was held with YAF in October to examine the mission statement, committee rules, and structure.
  - iii. Reworking governance structure for NAC. Will have open call for national associates directors to NAC, qualifications based selection, rather than geographic representation.
  - iv. The first meeting of the International Union of Architects (UIA) Young Architects Committee was held in August to address common concerns of emerging professionals regardless of their country.
- g. CACE: Tina Litteral
  - i. CACE has been involved with the work of the MSFTF and developing minimum Core Services for components. Tool kit is being developed for components, to be released in early 2015 to help with state/local sharing of services and developing a Memorandum of Understanding between state and local components.
- h. AIAS: Westin Conahan, Assoc. AIA
  - i. Beginning in 2015, the newly elected President of AIAS will sit on the Strategic Council. The current President will sit on the Board of Directors.
  - ii. AIAS has a new Executive Director, Nick Serfass, AIA, CAE.
  - iii. The Fall Board meeting was held in October, and the feeling is that the AIAS is doing well and heading in fresh direction.

### **Ohio Valley Region News**

1. Gwen Berlecamp, AIA Columbus Executive Director, has been selected as the 2015 President-elect for CACE.
2. As my term as Ohio Valley Region Directors will be coming to an end in December, I want let all of you know what an honor and privilege it has been to serve as our region's representative. It has especially been a pleasure to get to know more of our fellow architects from our adjoining states, and share ideas. Please join me in welcoming Drew White as our new OVR Representative on the Strategic Council.

### **Regional Associate Director's Report**

#### **National Associates Committee (NAC) Conference Call**

December 2<sup>nd</sup>, 2014 at 3pm.

Agenda:

#### **Voting on a Memorandum of Understanding (MOU) between the NAC and the Young Architects Forum (YAF).**

The MOU seeks to recognize that collaboration and alignment of a unified and collective voice between the two groups is important to ensuring common issues of relevance for all emerging professionals are appropriately seen, heard, and addressed by the AIA and the larger architecture profession. While the two groups will stay separate and distinct in their leadership and governance, the MOU seeks to develop a framework for to work collaboratively on common issues, allowing a framework for communication, a unified voice, sharing of resources, and mutual assistance in promoting each group's mission to boarder constituencies.

#### **Voting on significant governance changes to the National Associates Committee.**

The NAC is also voting on the most significant changes to its governance model, since its formation. In general the changes are to more closely align the NAC with the overall governance changes AIA is undertaking, with the creation of a smaller AIA National Board and a larger AIA National Strategic Council.

A summary of changes include:

- **NAC Advisory Committee (currently NAC Executive Board)**
  - A chair / vice chair (voting, two year terms)
  - 5 At-Large Directors (voting, staggered two year terms. Currently the NAC has 3 at large directors on the Ex-Board).
  - Creation of a Strategic Council Liaison (Non-voting member, one year term, appointed by AIA National Strategic Council)
  - CACE Liaison (Non-voting, two year term. Appointed by CACE)
  - AIA Staff Liaison (non-voting, no term limit, appointed by AIA).
- **National Associates Committee**
  - Consists of 18-24 AIA Associate members (voting, staggered two-year terms)
  - ACSA Liaison – (non-voting member, appointed by ACSA)
  - AIAS Liaison – (non-voting member, appointed by AIAS)
  - NCARB Liaison – (non-voting member, appointed by NCARB)
  - YAF Liaison – (non-voting member, appointed by YAF)
- **Committee / Meeting Attendance Participation**
  - All members will be expected to attend all in-person and conference calls. If a committee member misses 3 consecutive meetings, ***the Advisory Committee will have the power to terminate the committee member appointment. This is an important, and new change, as the NAC has had significant issues with both regions not appointing new members in a timely fashion, and with committee members, upon appointment, not appropriately participating. Regions will still nominate committee members, with representation on the NAC from all AIA Regionals. All nominations will not be final until approved by the Advisory Committee.***
- **Selection Committee**
  - Strategic Council member (Associate AIA member preferred)
  - Two (2) midterm At-Large Directors on the Advisory Committee
  - One (1) NAC Committee Member
  - CACE Liaison
  - AIA Staff Liaison – non-voting

The selection committee will review applications for all committee positions. The selection committee will also recommend an Assoc. AIA member for 1-year term on the AIA Strategic Council to be directly followed by a 1-year term on the AIA Board of Directors. No member of the selection committee may submit an application for a committee position nor recommend any person that is applying for a committee position.
- **Vacancy**

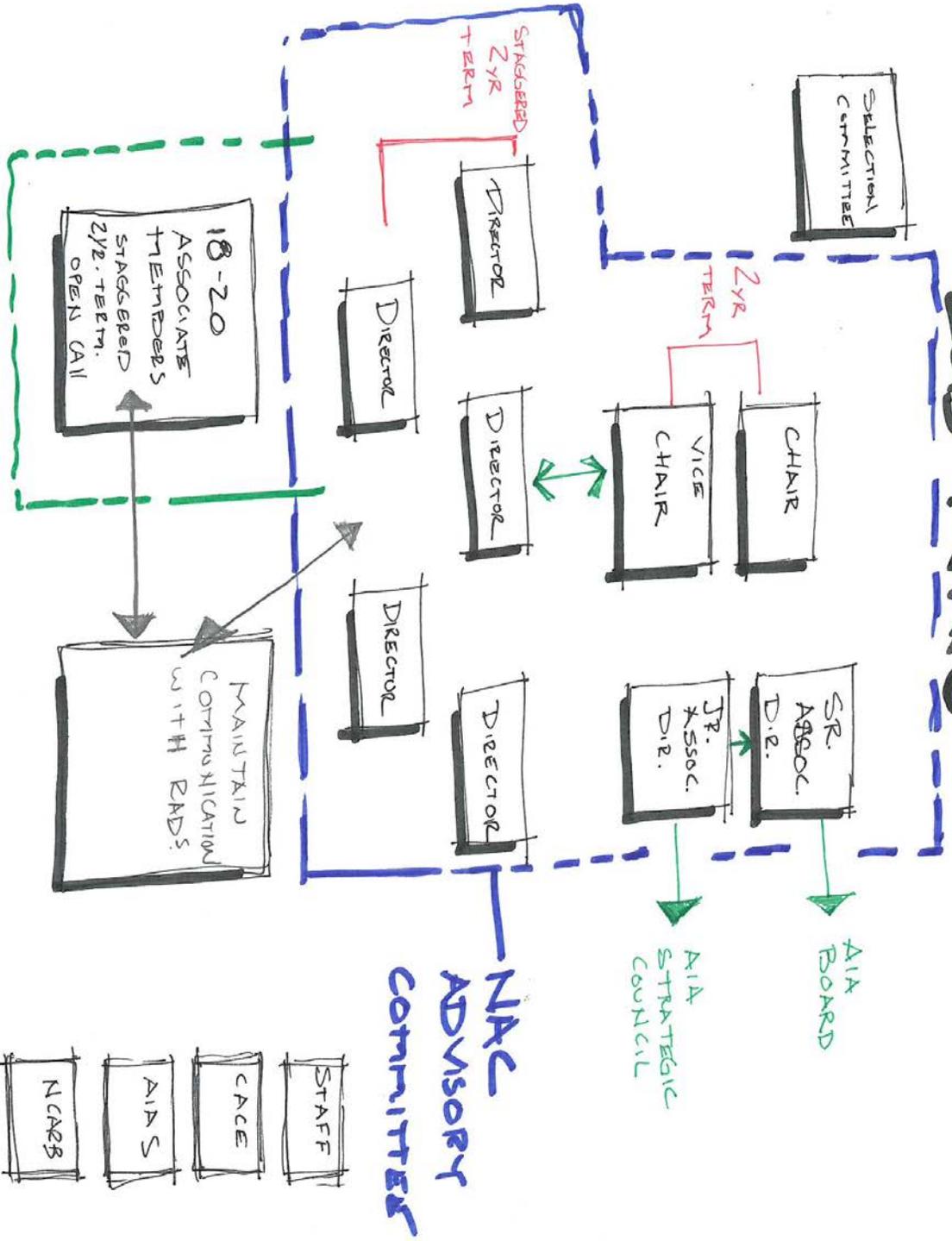
In the event of a vacancy on the Advisory Committee, the Selection Committee may appoint a committee member to complete the term of the vacated position. In the event of a vacancy on the committee the position will remain vacant until the next call for interest. All appointed positions may be filled by the appointing organization at any time.
- **See Image 1 for a prelim flow chart for a visual structure of the new NAC governance model.**

## Old & Ongoing Business:

### Intern Titling (Future Title Task Force)

Intern titling has been the key issue of the NAC in 2014. The Future Title Task Force is studying the ramifications of significant changes to career stage nomenclature. This task force includes representatives from various professional roles and experience levels, including AIA and NAC representation. Haley M. Gipe, Assoc. AIA, who is the current 2014 NAC Director, represents the NAC. ***The NAC will be drafting a committee resolution to pass to the AIA Board and Strategic Council for consideration and action, based upon feedback from a series of surveys the NAC helped organize with staff from AIA's Center for Eps. Currently this resolution is holding until early 2015, after the changes AIA's new governance model got into effect.***

# 2015 NAC



## Attachment 1: Member Service Resource Task Force Recommendations - Summary

### **Organizational Structure:**

The MSRTF favors maintaining the AIA's current three-tiered organizational structure, but strengthening it through a series of adaptations designed to clarify and optimize it. It offers these key findings:

- **“Core Member Services”:** New standards of excellence and accountability for all AIA components have been developed in alignment with the Institute's primary goals to elevate public awareness, advocate for the profession, and create and expand the sharing of knowledge and expertise to help ensure a prosperous future for our members. The core services will be the baseline element of the AIA value proposition that all members can expect, regardless of their geographical location. Successful implementation of core member service standards will be an important part of *evolving from a system of total component autonomy to a direction of unity, which will ultimately serve to improve member service and membership value (See Attachment A).*
- **Creation of a Process that Aligns Components within a State:** Significant value can be added to membership by *eliminating redundancy and inefficiency in the three-tiered structure.* To address the challenges related to overlap in services, and to improve operational efficiency, each state and the international region will receive a revenue share amount reflecting its percentage of assigned membership as of December 31 each year. This will help ensure the delivery of core member services within each organization's "footprint."
- **Minimum Threshold for New Component Formation:** A change to AIA policy is proposed that will require all newly chartered U.S. based components to have at least 100 members. This will ensure that *members will receive baseline member benefits regardless of new component assignments.*

### **Organizational Structure Recommendations**

Based on these findings, the MSRTF recommends the following:

- **Implementation of Core Member Services:**

Enhance member value by implementing, monitoring, and administering core member service standards to:

- a. Ensure that all AIA members receive a baseline of service by enabling state- wide collaboration and cooperation.
- b. Verify component performance through a regular review of component performance, including a certification and appeals process.

- **New Resource Allocation Program:**

To respond to the Board-approved "wind down" of existing revenue sharing, implement a new resource allocation program that will target an aggregate, revenue-neutral outcome based on an initial funding level of approximately \$4.1 million by 2020. The new program will be driven by modeling and implementing effective state and local partnerships to achieve core service standards to do the following:

- a. Foster meetings of all components to come to agreement for how new resources will be allocated and how core services will be delivered, seeking a reduction of

duplication of services.

b. Participants in the new resource allocation program will include all state, local and international components meeting core service standards that have reached agreement as evidenced by a written instrument accepted by authorized representatives of all affected components within their respective state and/or region, as the case may be.

c. Fund the new program based on an allocated percentage derived from the Institute's non-dues revenue programs that include Contract Documents, convention registration, career center, and continuing education.

d. Reimbursement for a portion of annual expenses related to the following required component leadership activities will be funded by the new resource allocation prior to distributions:

i. Grassroots registration fee waivers for three (3) attendees per component intended for the president, president elect, and component executive.

ii. Travel stipends for component executives to attend the CACE annual meeting.

e. Remaining resource allocation will be calculated as the percentage that each state's (or the international region's) members represent of the total membership (at the local level) of the Institute as of December 31 of the prior year.

### ***Governance Requirements:***

The Institute's Bylaws and Rules of the Board have created unnecessary roadblocks to efficient organization and service delivery throughout the AIA. For example, the Bylaws authorize a chapter to form one or more sections within its territory under guidelines set by the Board. (AIA Bylaws, Section 4.21.) A state component, however, may not form a section unless it is a "statewide chapter" (that is, where it functions as the only chapter in the state). (AIA Bylaws, Section 4.31.) It is therefore impossible in many locations for a state component to form a section, even though that might be most beneficial to the components and members involved. The MSRTF believes that action should be taken to revise or eliminate these types of provisions.

### ***Governance Recommendation***

Based on these findings, the Member Service Resource Task Force recommends the following:

- Remove governance roadblocks to efficient organization and service delivery throughout the AIA. This may include enabling state organizations to create sections where not currently possible, a standardization of component nomenclature, and any other appropriate changes, whether through Bylaws amendments or otherwise.

**ADVANCING THE PROFESSION**

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 its 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.

Listed below are the core services that AIA commits to provide to its members through all levels of the organization.

**1. Elevate Public Awareness**

- Promote public awareness of the value of design and the role of architects
- Recognize member excellence
- Engage with local community and address its needs

**2. Advocate**

- Advance legislative priorities
- Engage regulatory entities
- Engage industry partners
- Promote the role of architecture in public wellbeing

**3. Member Communications**

- Promote AIA resources
- Support AIA brand
- Inform members of resources

**4. Education**

- Collaborate statewide to ensure access to 18 credits per year of continuing education
- Ensure continuing education quality
- Participate in expanding member access to local and digital content
- Offer IDP and ARE resources to emerging professionals
- Maintain member transcripts

**5. General Operations**

- Offer touch points (telephone, website, email, etc.) to members and the public
- Participate in Grassroots
- Participate in AIA component staff training opportunities
- Ensure contracted association staff provide the same level of core services as direct hires

**6. Governance**

- Comply with all Federal and State laws
- Mitigate risk (insurance, risk management)
- Promote AIA Code of Ethics
- Keep Local, State and National strategic plans up-to-date and aligned
  - Develop visionary leaders to serve at local, state and national levels

**7. Financial**

- Conduct secure, transparent, and timely financial practices

**8. Membership**

- Actively recruit and retain members
- Maintain member records in AIA database
- Engage members in fellowship/community