AIA Strategic Council

Year in Review 2024

2024 In Review

From the Moderators

By Moderator
Graciela Carrillo, AIA *
Co-Moderator
Joshua Flowers, FAIA

It's been a remarkable year, and we're grateful for all the progress the Council has achieved together. The 2024 Strategic Council began its work in December 2023 during Governance Week in Washington, D.C. Study groups initiated their plans for the year, defining their topics and discussing how each intersects with the overarching theme of wellbeing. Early collaboration with AIA staff leadership enabled a sharing of resources and identified key personnel who would assist in advancing the study groups' goals.

The Council also diversified the study groups by inviting members from the Young Architects Forum, National Associates Committee, and AIAS, ensuring that the next generation of architects is actively involved in shaping the profession's future.

Throughout the year, the Council prioritized improving communication channels between AIA leadership, state, and local components, empowering Councilors to serve as effective conduits across the organization. The Council also established "Council Connection Meetings," creating space for Councilors to share both personal and professional insights, enhancing collaboration.

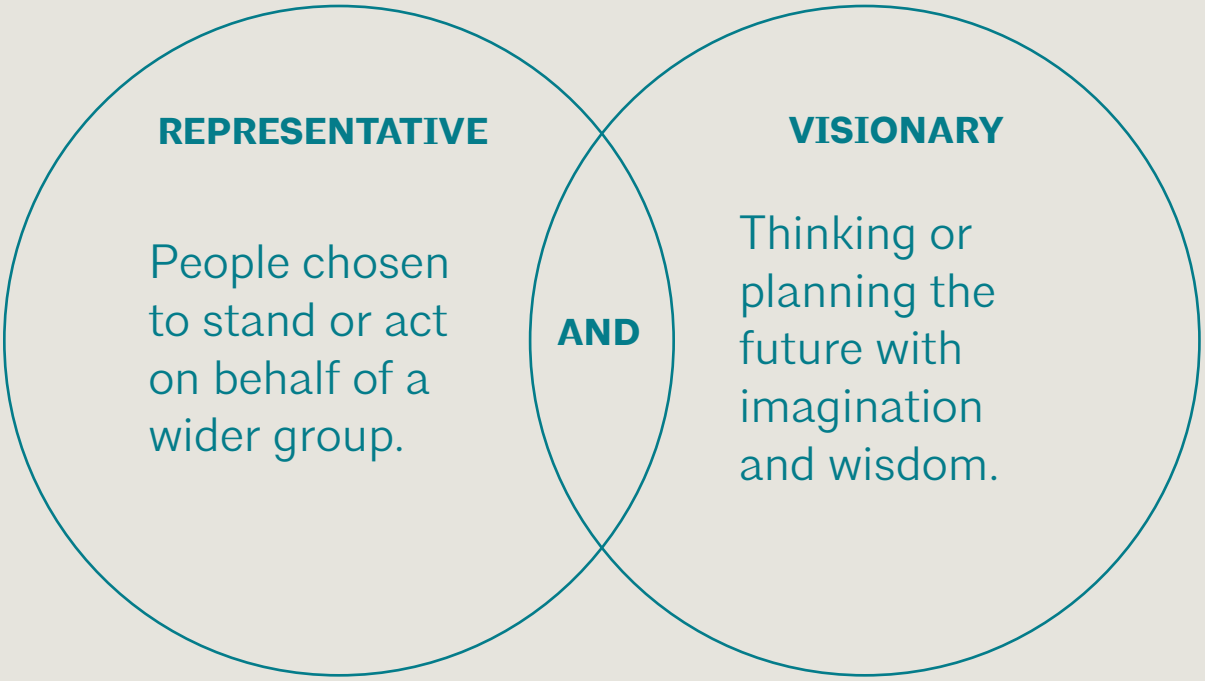
A significant milestone was the submission of the AIA Health and Wellbeing Policy resolution, which aims to elevate the profession's role in enhancing human health. The resolution was presented and approved by the delegates at AIA24.

The Council's initiatives continue to drive meaningful progress, strengthening collaboration and advancing knowledge that benefits both the profession and society. As we look ahead, we are optimistic about the Strategic Council's role in shaping the future of AIA and the profession. It has been a pleasure working with the gifted leaders who make up the Council. These initiatives continue to strengthen collaboration and drive meaningful progress that will benefit both the profession and society as a whole.

Sincerely,

“The Strategic Council is both representative and visionary”

– **Clarifying the Council Report, 2022**



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2024 Councilors

Evelyn Lee, FAIA
2024 First Vice President

Emily Grandstaff-Rice, FAIA
2023 Former President

Andre Brumfield, Assoc. AIA
At-Large Representative
2023-2025

Gwendolyn Fuertes, AIA
At-Large Representative
2023-2025

Stephanie Leedom, AIA
At-Large Representative
2024-2026

Jessica O'Donnell, AIA
At-Large Representative
2024-2026

Ignacio Reyes, FAIA
At-Large Representative
2024-2026

Corey Squire, AIA
At-Large Representative
2024-2026

Laura Wake-Ramos, AIA
At-Large Representative
2024-2026

Alyanna Subayno, Assoc. AIA
Associate
2024

Mary-Margaret Zindren
CACE Representative
2024

Jordan Luther, Assoc. AIA
Student Representative-AIAS
2024

Bruce Herrington, AIA
Alabama
2022-2025

Ryan N. Morse, AIA
Alaska
2022-2025

Kathy Hancox, AIA
Airzona
2023-2025

Randy Palculict, AIA
Arkansas
2024-2026

Leah Bayer, AIA
California
2023-2025

Brett P. Dougherty, AIA
California
2022-2024

Scott Gaudineer, AIA
California
2024-2026

Sarah Broughton, FAIA
Colorado
2024-2026

Paolo Campos, AIA
Connecticut
2024-2026

Abigail Brown, FAIA
Washington DC
2024-2026

Toomas R. Idnurm, AIA
Delaware
2022-2024

Jeffrey E. Huber, FAIA
Florida
2022-2024

Garfield L. Peart, AIA
Georgia
2023-2025

Jason J. DeMarco, AIA
Hawaii
2023-2025

David R. Davies, AIA
Idaho
2022-2024

Leanne Meyer-Smith, AIA
Illinois
2024-2026

Robert G. Proctor, Jr., AIA
Indiana
2022-2024

Lester Korzilius, FAIA
International
2022-2024

Linda J. A. Schemmel, AIA
Iowa
2022-2024

Tony Rangel, AIA
Kansas
2022-2026

Richard Polk, AIA
Kentucky
2024-2025

Rex Cabaniss, AIA
Louisiana
2023-2025

Timothy Lock, AIA
Maine
2022-2025

Michael Daly, AIA
Maryland
2023-2025

Jean Carroon, FAIA
Massachusetts
2023-2025

Patricia A. Boyle, AIA
Michigan
2023-2025

Karen A. Lu, AIA
Minnesota
2022-2024

Jeffrey S. Seabold, AIA
Mississippi
2023-2025

Galen Lif, AIA
Missouri
2024-2026

Shannon Christensen, AIA
Montana
2024-2026

Greg Galbreath, AIA
Nebraska
2023-2024

Wellbe Bartsma, AIA
Nevada
2024-2026

Alyssa M. Murphy, AIA
New Hampshire
2024-2026

Verity Frizzell, FAIA
New Jersey
2023-2025

Ashley Hartshorn, AIA
New Mexico
2022-2024

Graciela Carrillo, AIA
New York
2022-2024

Peter R. Wehner, AIA
New York
2023-2025

Ayo Yusef, Assoc. AIA
New York
2023-2025

Matt Barnett, AIA
North Carolina
2024-2026

Trevor Anderson, AIA
North Dakota
2024-2026

Hallie Crouch, Assoc. AIA
Ohio
2024-2026

Mary E. Womble, AIA
Oklahoma
2023-2025

Curt Wilson, AIA
Oregon
2022-2024

Marc Mondor, AIA
Pennsylvania
2024-2026

Eugenio Ramirez, AIA
Puerto Rico
2024-2026

Jonathan M. Taylor, AIA
Rhode Island
2022-2024

Bradley Benjamin, AIA
South Carolina
2022-2024

Kris Bjerke, AIA
South Dakota
2022-2024

Joshua Flowers, FAIA
Tennessee
2022-2024

Brien Graham, AIA
Texas
2023-2025

Matt Green, AIA
Texas
2024-2026

Corey Solum, AIA
Utah
2022-2024

Diantha Korzun, AIA
Vermont
2022-2024

Robert Easter, FAIA
Virginia
2023-2025

Matthew Hutchins, AIA
Washington
2023-2025

Matthew Breakey, AIA
West Virginia
2024-2026

Melissa Schulteis, Assoc. AIA
Wisconsin
2023-2025

Daniel Stalker, AIA
Wyoming
2022-2025

Council Timeline

Governance Week

Study Groups Start
Co-Chairs Monthly
Meetings Established

AIA Worksheets
AIA Board Reports

Study Group methodology established; YAF/NAC/AIAS liaisons on board

Council Assembly
AIA Booth
Q2 Council Operations Survey

Study Group in-person Meetups

First Council Connection Meeting
Informal Council call to build community

Study Groups prep for June Board Meeting updates

DEC. '23 | JANUARY | FEBUARY | MARCH | APRIL | MAY | JUNE

AIA Staff Resource Meeting

Study Group Goals Defined

Council Assembly

Q1 Council Operations survey
Council Representatives attend Leadership Summit

Board Meeting Reports

Council Connection 2
Study Groups prep for AIA24
Council Conversations Booth

Study Group Final Report Deadline
Moderator/Vice Moderator Transition

Handbook Revisions
Council Representatives attend
Women's Leadership Summit

Study Group Report Outs to Council

Climate - August 5
AI - August 27
Equity - Sept. 10
Value - Sept. 25
Wellbeing - Oct. 15

Governance Week + Council Assembly
Q4 Council Operations Survey

JULY | AUGUST | SEPTEMBER | OCTOBER | NOVEMBER | DECEMBER

Council Connection Meeting
Prepare for Governance Week

New Councilor Orientation
2024 Year in Review distributed

Q3 Board Meeting Report
Council Connection Meeting
Elections:

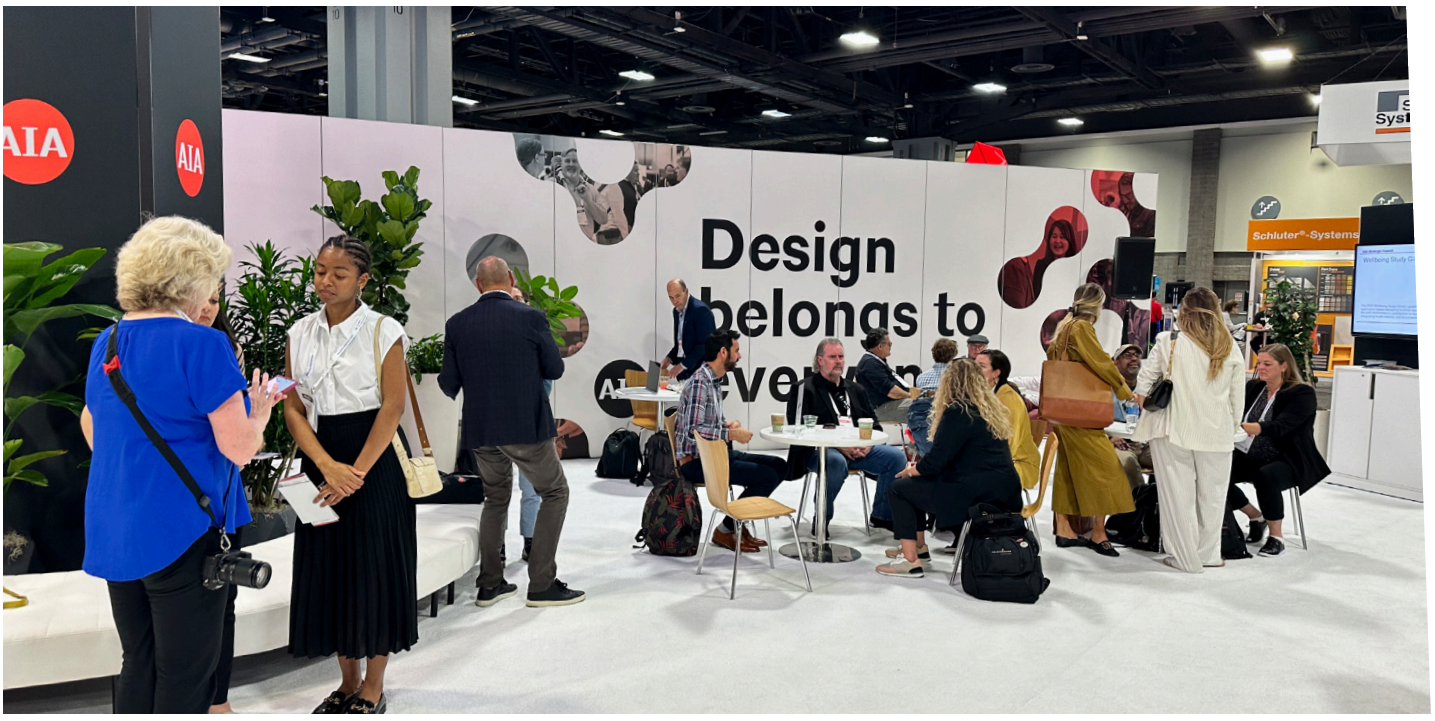
Strategic Council Moderator +
At-Large Director to the Board

Council on the Expo Floor

There was a concerted effort in 2024 to not only share what the Council is working on more often and more broadly, but to also engage members in person during those efforts. On the Friday afternoon of AIA24, we held informal Conversations with the Council at the AIA Booth on the Expo Floor. Each study group had representatives at a table to share where they were in their research efforts and gain insights from AIA members. Several groups even had short surveys for members to contribute to the research efforts in real time.

The Moderator and Vice Moderator were also on hand to help answer questions on pathways to join the Strategic Council, what the difference is between a State Representative and an At-Large Representative, and ways to get more information about the Council's current efforts.

There was resounding positive feedback from this engagement session and the Council is looking forward to hosting something similar at AIA25 in Boston.



Strategic Council engagement on the AIA24 Expo Floor.

AIA24

Council Assembly

Councilors gather on the Expo floor, at the Keynote presentations, and for a group photo.

Top: Governance Week – December 2023
Bottom: Council Assembly at AIA24
Right: Council Assembly via Zoom

The Council at Work

The Council held four official Council Assemblies - two in person at Governance week in December, 2023 and at AIA24 in Washington, DC, in June. Virtual Assemblies were held in March and October via Zoom.

The work of the Council is primarily done within committees and study groups, which met monthly, bi-weekly or weekly, depending on their work. The co-chairs of all the study groups met monthly to update one another and coordinate their work. One they finalized their research, the study groups each reported out to the full council during the months of August through October, using breakout sessions to gleen feedback from other councilors before finalizing their reports.

Three Council committees - Best Practices, Elections, and Communications - are tasked with governance and operations of the Council. Each met at least monthly to organize the elections of the 2025 Moderator and 2025-2027 Director At-Large to the Board, as well as three new 2025-2027 Councilors at Large. Communications managed weekly, monthly, quarterly and annual communcation channels within the council and to the components and membership at large.

In addition, the Council instituted a sporadic "Council Connect" optional meet up session to allow councilors to informally discuss issues on their mind, get to know one another, and build community.

Best Practices Committee

Chair: Brad Benjamin, AIA
Graciela Carrillo, AIA
Joshua Flowers, FAIA
Bruce Herrington, AIA
Alyssa M. Murphy, AIA

Elections Subcommittee

Chair: Bruce Herrington, AIA
Abigail Brown, FAIA
Dave Davies, AIA
Dan Stalker, AIA

Communications Subcommittee

Chair: Alyssa M. Murphy, AIA
Kathy Hancox, AIA
Jessica O'Donnell, AIA
Mary Womble, AIA

Study Group Executive Reports

Climate: Water

Co Chairs:
Jean Caroon, FAIA
Diantha Korzum, AIA

Participants:
Abigail Brown, FAIA
Brett Dougherty, AIA
Gwen Fuertes, AIA
Matt Green, AIA
Matt Hutchins, AIA
Tim Lock, AIA
Alyssa Murphy, AIA
Ryan Morse, AIA
Richard Polk, AIA
Eugenio Ramirez, AIA
Corey Squire, AIA
Dan Stalker, AIA
Wei Wang, AIA (YAF)
Saakshi Terway, Assoc. AIA (NAC)
Tannia Chavez, Int'l. Assoc. AIA (NAC)
Rebecca Hennings (AIAS)

Goal

Expand the lens of AIA climate action by deepening practice knowledge about the impact and opportunities of design choices surrounding water across the full spectrum of the AIA Framework for Design Excellence and the whole cycle of the built environment from material sourcing through urban design and end of product/building life.

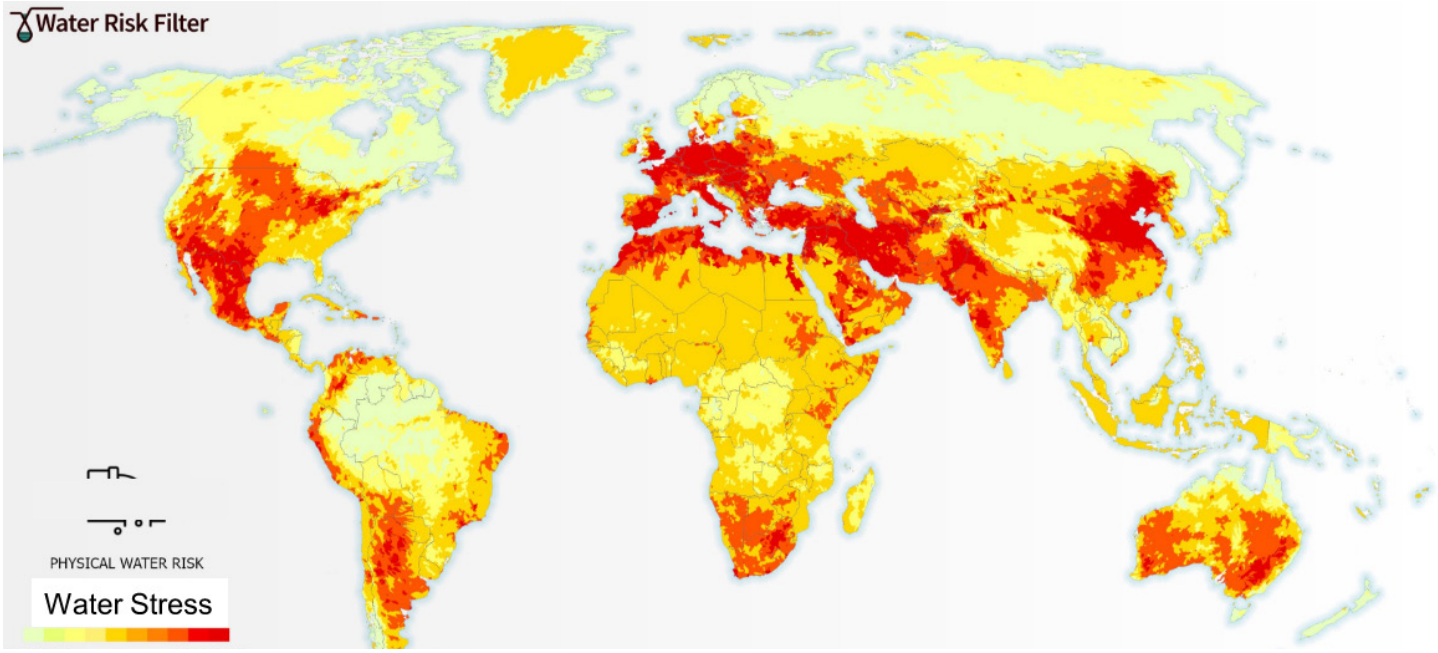
Findings / Conclusions

Three Critical Challenges were identified:

1. Water Scarcity – a health and equity crisis
A 40% gap between global water supply and demand is expected by 2030. Universal access to clean freshwater is a major concern impacting human health and hindering economic growth. Potable water is becoming scarcer and more precious.

2. Exacerbating Climate Change – the full cost of water
10% of global greenhouse gas emissions come from water extraction, processing, use, and distribution. Excessive extraction causes subsidence and more volatile water vapor in the atmosphere means more intense storms and droughts.

3. Climate Change and Water - community impacts
90% of natural disasters are water related. The increase in extreme weather events is having a global effect, but impacts are felt at the community level and create long-term vulnerability and change.



WWF Risk Filter Suite | Jan 2023 | riskfilter.org

Two Key Take-aways for the AIA:

1. Buildings are water intensive, often in ways that are not obvious. Beyond domestic water use, water is required for operational energy, construction, and cleaning, and to produce building materials (embodied water). Buildings that are more energy or material intensive are also more water intensive. As Climate Change and population growth puts more stress on water resources, design needs to respond. Our designs can positively impact each of the challenges.

2. Potable water is carbon intensive and expensive. There is a range of water qualities. End uses can align with required quality. To realize the Institute's goals around health and equity, the highest water quality should be reserved for potable use by people.

Recommendations for Actions by the Board

The global water crisis is rapidly gaining attention. The AIA has an opportunity to build upon climate action leadership by giving water the same attention as carbon. The universality of water concerns, whether too much, too little, or too polluted make it an important and tangible issue for components and knowledge communities to embrace. The greatest opportunities lie in bringing the issue front and center through existing resources:

- Begin with a clear statement from the Institute that water is a priority issue.
- Make water a visible topic in every knowledge gathering, such as regional and national conferences, by using current Working Group slide decks to expand understanding of the issues reaching beyond operational consumption. This will require informing and educating organizers and reviewers that this is a priority issue for the Institute.
- Advocate for the Knowledge Communities to embrace water as a critical issue through outreach by and education of BoKnoCo.
- Advance awareness of water issues in Component gatherings such as the annual Leadership Summit and in CACE.

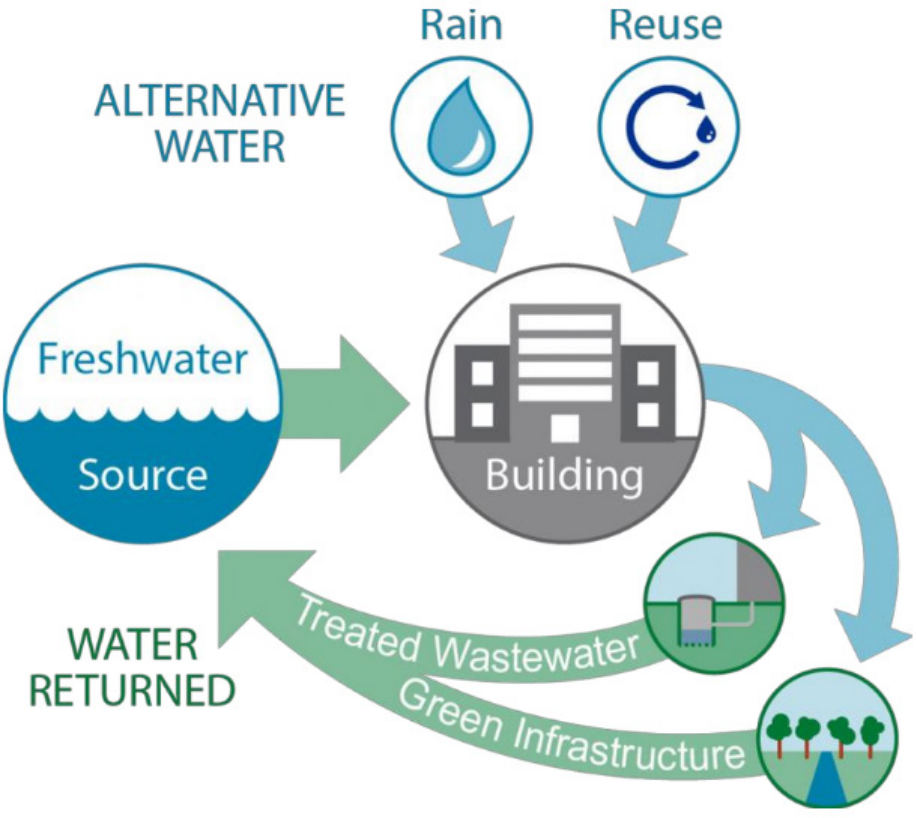
Recommendations for Actions by the Board

The AIA will miss an opportunity to take a strong and visible leadership role. Climate refugees will increase. Outmigration to larger cities due to scarcity.

- Climate refugees will increase.
- Outmigration will occur to larger cities due to scarcity.
- Homelessness will increase as at-risk communities are unable to pay bills and water is shut off.

Recommendations for 2025 Council

- Create AIAU content focused on water - similar to Carbon 101
- Create Regional Presentations focused on water
- Consider water as a design element



A circular water economy minimizes disruption to natural water systems from human interaction and use. Architects can support this by reducing consumptive uses of water in material choices and operations while seeking nature based solutions which return water to its source. Source: energy.gov Net Zero Water Building Strategies

Artificial Intelligence

Co Chairs:
Jeffrey Huber, FAIA
Ayo Yusuf, Assoc. AIA

Participants:
Wellbe Bartsma, AIA
Matthew Breakey, AIA
Michael Daly, AIA
Verity Frizzell, FAIA
Kathy Hancox, AIA
Bruce Herrington, AIA
Toomas Idnurm, Assoc. AIA
Timothy Lock, AIA
Ignacio Reyes, FAIA
Melissa Schulteis, Assoc. AIA
Jeffrey Seabold, AIA
Peter Wehner, AIA
Mary Womble, AIA
Amber Lombardo (AIA Board of Directors)
Alyse Makarewicz, AIA (SFx)
Mel Ngami, AIA (YAF)
Kyle Palzer, AIA (YAF)
Lauren Harris, Assoc. AIA (NAC)
Adam Uy (AIAS)

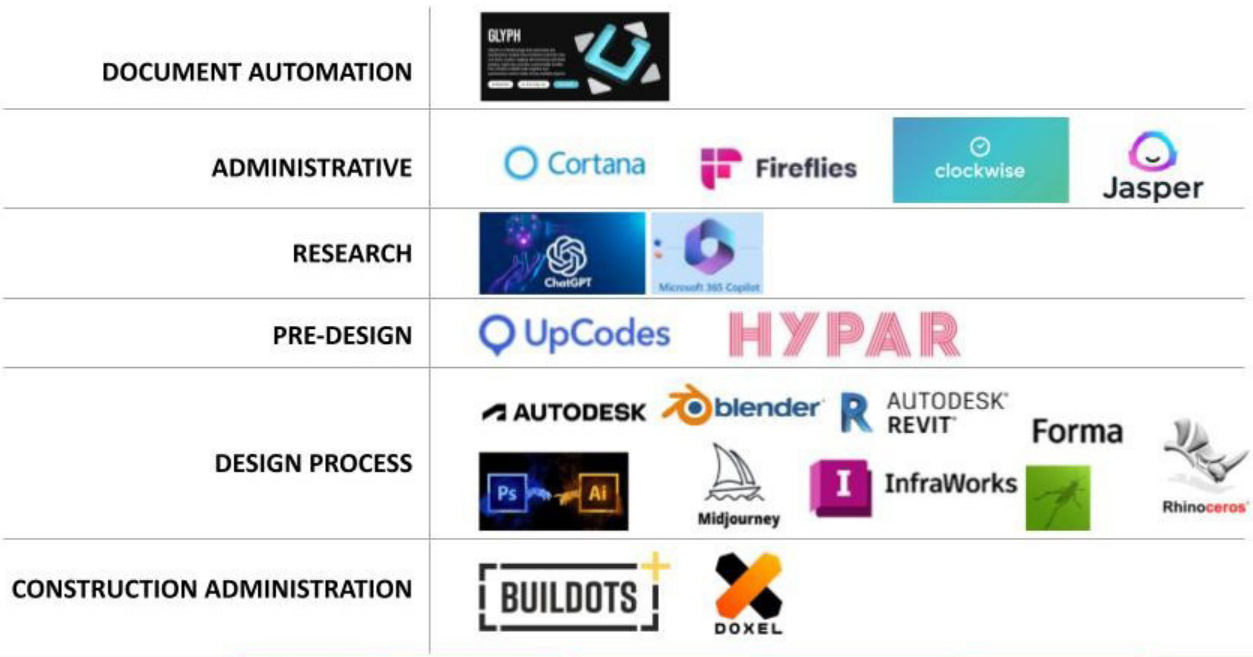
Goal

To support the AIA Board/Leadership's capability and responsibility to proactively shape Industry-wide AI usage policies/frameworks thus ensuring equitable, ethical, and beneficial adoption for all members - and culminating in a series of recommendations to help members better grapple with and manage the transformative impacts of AI within the industry and built environment.

Findings / Conclusions

The impact of AI on the profession necessitates both a broad and focused approach to stay ahead of impending changes and disruptions. The year 2023 witnessed a significant surge in AI adoption, public access, and growing recognition of AI's capabilities. As such, the Design/AI Study Group provided an overview of the associated challenges and opportunities in last year's report, setting the stage for the 2024 Study Group's work to deepen its engagement with AI on behalf of the Board.

It is now imperative for the organization to develop strategies that effectively leverage AI for the benefit of its members and the future of architectural practice. The 2024 AI study group prepared drafts of our proposed Call to Action and Resolution for board review and commentary to help support swift action.



A summary of currently available AI tools for architects.

Recommendations for Actions by the Board

For the AIA to effectively support its member in navigating the rapidly evolving technological landscape, the following actions are recommended:

1. Issue an "AI Call to Action" *
A formal statement from the Board to the general membership, emphasizing the importance of AI readiness and engagement within the profession.

2. Incorporate AI into the Next AIA 5-Year Strategic Plan
Ensure that AI's role and impact are strategically addressed in the upcoming AIA 5-year plan, aligning with the organization's long-term goals. Provide a platform for its integration across Education, Research, and Knowledge Communities.

3. Mobilize an AI Resolution *
Support the creation and adoption of a resolution to establish an AIA AI Advisory Panel and an AI Exchange Platform.

4. Continue the Strategic Council's Technology-Focused Study Group
Extend the mandate of the current study group to continue developing AI standards and identifying educational opportunities that address AI's impact on the profession.

5. Assess Legal Implications of AI Usage
Empower a "Legal Implications" review of data used by AI tools, with a focus on potential impacts for architects and owners. Rethink licensure and what that means in the age of AI to ensure that members are informed and protected.

* Note: A draft prepared by the Strategic Council Artificial Intelligence Study Group is ready for AIA Board review and commentary.

Implications by 2035 if no action is taken

1. Knowledge Gap:
The most immediate threat is widening knowledge gap between practices that adopt/have access to these technologies and those that do not, leading to relevance and competitiveness disparities.

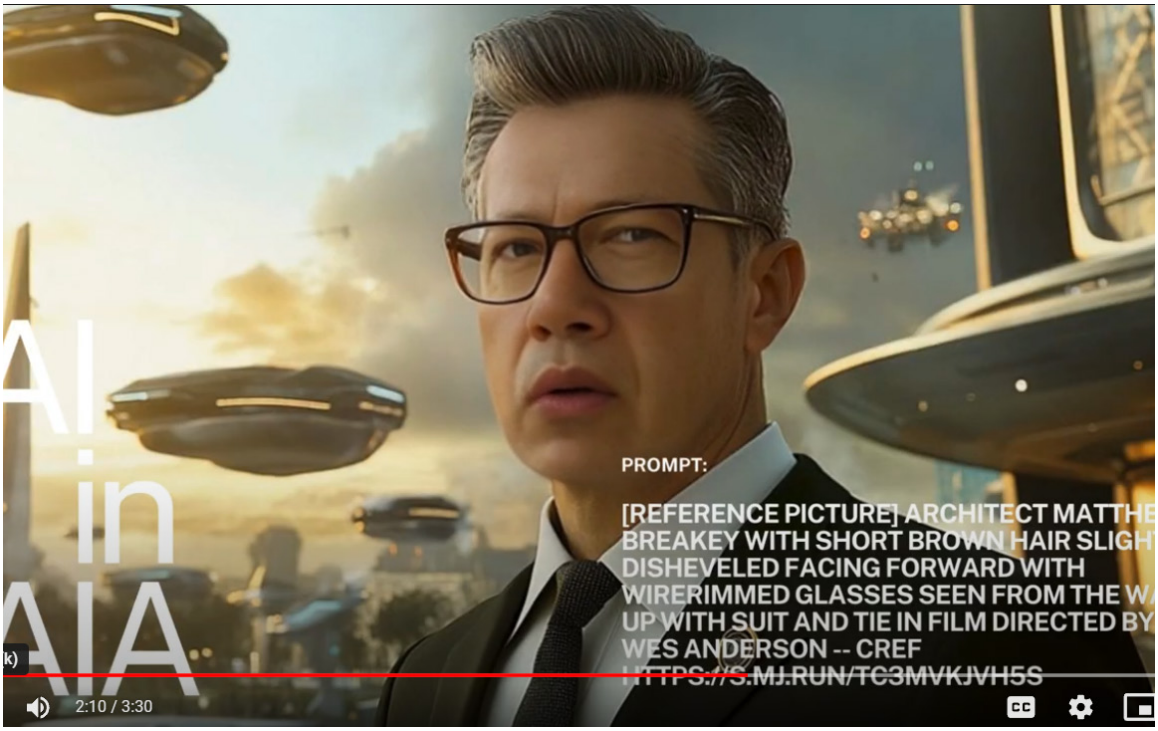
2. Loss of Relevance:
Architects not engaging with AI may find their roles diminished as other professions - better equipped with these tools - begin to encroach on traditional architectural responsibilities.

3. Financial Instability:
Increasing client demands for more efficient, technology-driven solutions may result in financial challenges for non-adaptive firms.

4. Commoditization of the Profession:
Failure to incorporate AI could lead to the commoditization of architectural services, as AI-driven tools make certain aspects of design and planning more accessible and less reliant on professional expertise.

5. Erosion of the Architect's Role in Health, Safety, and Welfare (HSW):
As AI begins to master HSW elements (like life safety considerations), architects risk a diminished role in ensuring HSW, which could have serious implications for the profession's responsibility and authority.

Graphic representation of the five recommendations for actions by the AIA board.



Top: AI generated versions of the team in the final video presentation.
Right: A still from the AI in AIA video.

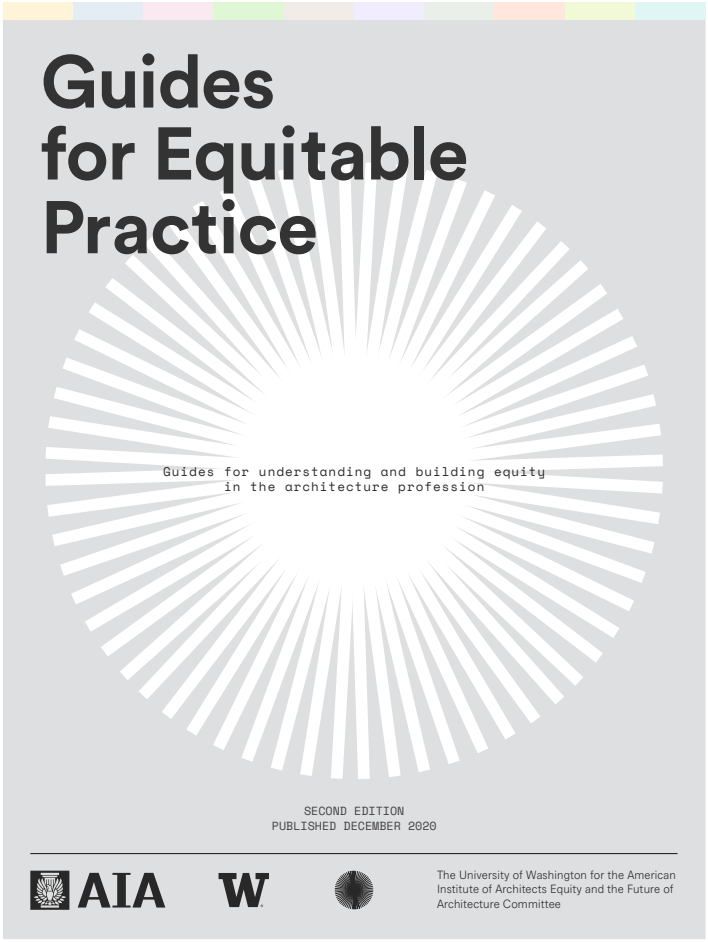
Equity

Co Chairs:
Robert Easter, FAIA
Stephanie Leedom, AIA
Garfield Peart, AIA

Participants:
Kris Bjerke, AIA
Andre Brumfield, Assoc. AIA
Shannon Christensen, FAIA
Hallie Crouch, Assoc. AIA
Brien Graham, AIA
Karen Lu, AIA
Robert Proctor, AIA
Linda Schemmel, AIA
Alyanna Subayno, Assoc. AIA
Mary-Margaret Zindren, CAE
Tanya Kataria, AIA (YAF)
Silvina Lopez Barrera, Intl. Assoc. AIA (NAC)
Dhruvi Rajpopat (AIAS)

Goal

Expand on the 2023 Equity Group Final Report on "How to Achieve Bias-Free Profession by 2050." As a methodology, the Equity Group split into internal and external study groups to conduct a broader examination of K-12 and higher education pipeline barriers and opportunities, licensure challenges, business architecture obstacles, workplace culture, the AIA Chief Architect Initiative, the roles and responsibilities of citizen architects, and the value of architects in fostering equitable communities.



AIA Guides for Equitable Practice 2020

Report Context

Over the past two years, EDI funding, positions, and programs have been increasingly scaled back. There have also been legislative and court challenges to EDI at both state and national levels. EDI-focused staff and volunteer leaders across industries are reporting burnout and funding for such positions being cut. Champions of EDI are needing to increasingly walk a fine line as they work to sustain hard won advances and/or to deal with backslides in commitment and outcomes.

The "Framework for Design Excellence: Design for Equitable Communities" addresses key areas of external equity, including community-scale issues, social justice, equity, diversity, inclusion, community engagement, resilience, and mobility. However, gaps remain, particularly in providing resources for the architecture community related to external interaction and influence. By revitalizing the Citizen Architect Initiative, acknowledging the contributions of Public Architects, and continuing to champion the Chief Architect role, the institute and profession can more effectively tackle society's most pressing challenges.

Recommendations for Actions by the Board

1. Review the AIA Code of Ethics to determine where revisions might be needed to reflect how the events of the past several years have shaped AIA members' ethical obligations to further EDI in the profession and equity in the built environment.

- Update the AIA Code of Ethics & Professional Conduct to encompass the architect's responsibility towards communities, particularly underrepresented groups, to ensure inclusivity and ethical integrity in architectural practice. We have suggested edits to this effect.

2. Identify a key indicator of progress that can be fairly easily measured and addressed by firms and organizations of all sizes, and across the architecture industry as a whole – and which would seem to be implementable across the US in today's (and tomorrow's) increasingly varied legal and regulatory environments.

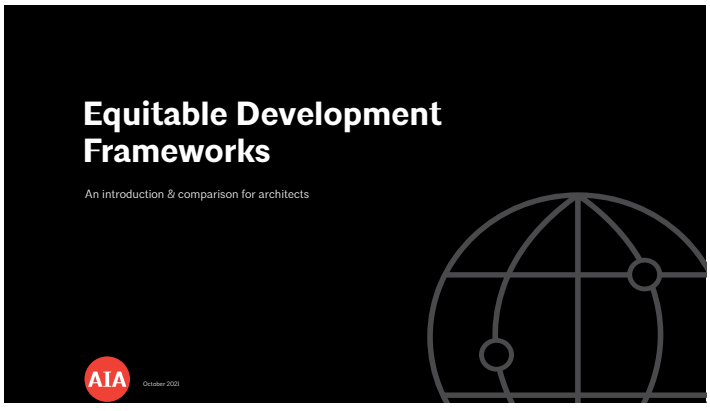
- Expand the AIA Compensation and Benefits Report to address pay equity (our recommended key indicator of focus). Also, further study the barriers firms face in adopting the AIA's Guides to Equitable Practice and how the applicability of the Guides across different types and sizes of firms/employers can be improved.

3. Take stock of existing research tools and assessments to determine if there is a unified method by which architecture firms and schools of architecture could pledge/reaffirm their commitment to EDI (similar to the AIA 2030 Commitment focused on climate action) and go further by collecting data to measure and demonstrate their progress (similar to the 2030 Design Data Exchange).

- Develop a firm EDI self-assessment tool as recommended by the 2017 AIA EDI Commission; conduct additional comparative analysis of the seven different existing or in-progress equity tools and assessments we determined to be particularly relevant and helpful. Update Guides for Equitable Practice (part of EQFA's work plan) to incorporate the 2023 National Associates Committee (NAC) recommendations on Chapters 1, 2, 4, and 6.

4. Begin to understand the impacts of decisions made by courts and state governments – how they have already affected EDI in schools of architecture and how the demographics of students and faculty, the content of architecture programs, workforce composition and experiences, and recruitment and retention efforts may be affected in the future.

- Collaborate with ACSA and NAAB to prioritize equity-related data collection in architecture education, to better understand the effects of anti-EDI legislation and court rulings on schools of architecture and their EDI-related outcomes.



AIA Equitable Development Frameworks 2021

5. Examine the case for diversity to determine the efficacy in today's changed context and whether alternative framing of the opportunity would be potentially more productive. (In addition to the business case, the moral case and human relations case were identified.)

- Regularly monitor and share various academic and practitioner writings on the topics of evolving effectiveness of framing and communications around EDI.

6. Update the Equitable Development Framework to equip architects with the latest resources needed to address community-scale social justice and equitable challenges in the public realm.

- Reactivate the AIA Center for Civic Leadership, as a Task Force, to lead the Equitable Development Framework efforts and ensure board resource dedication.

- Further develop the Equitable Development Framework to bolster the Chief Architect Initiative and to serve as a companion document to the Citizen Architect Handbook.

7. Identify the key qualities and skill sets essential for Citizen Architects and create a mapping of existing Chief Architects within government entities to support the **Chief Architect Initiative.**

- Leverage architect's knowledge of the built environment, education, and "big picture" thinking to support public and elected officials in solving major societal challenges related to affordable housing, climate action, infrastructure resiliency, and public health.

- As an institute, prioritize one or two major societal challenges facing our rural and urban communities, and develop research-based tools and strategies to present to public and elected officials around the country.

- Develop a strategy to create a comprehensive database of public architects, which will be crucial for engaging with key stakeholders like the Council of Mayors.

- Encourage greater engagement with the Public Architect Knowledge Community to enhance the quality of work in the advancement of the Chief Architect Initiative.

Value of Architecture

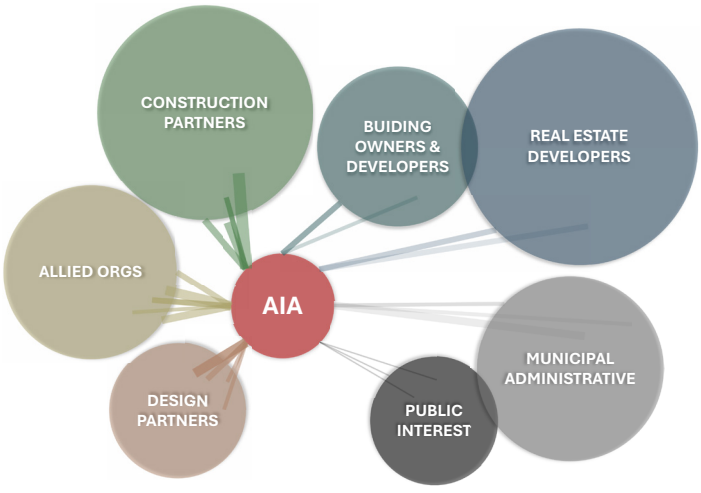
Co Chairs:
Jason DeMarco, AIA
Jessica O'Donnell, AIA
Curt Wilson, AIA

Participants:
Trevor Anderson, AIA
Patricia Boyle, AIA
Sarah Broughton, FAIA
Paolo Campos, AIA
David Davies, AIA
Greg Galbreath, AIA
Scott Gaudineer, AIA
Lester Korzilius, FAIA
Evelyn Lee, FAIA
Marc Mondor, AIA
Randy Palculict, AIA
Corey Solum, AIA
Laura Wake-Ramos, AIA
Jonathan Olswald, AIA (YAF)
Joseph Taylor, AIA (YAF)
Matthew Toddy, AIA (YAF)
Cassandra Quissell (NAC)
Paulina Flores (AIAS)

Goal

For our members, clients, partners, and communities to understand, appreciate, and pursue the value of architecture.

- Proactively guide the future direction of the architecture profession to amplify the expertise we provide.
- Identify a new service into the design to construction process that benefits other participants.
- Identify skills, experiences, expertise, etc. that the Architect of the Future needs to be prepared for 'what's next' and establish ways AIA of the future can meet those needs.



PARTNERS
The AIA works with industry partners across a broad spectrum.

Findings / Conclusions

Collaboration, innovation, and growth are keys to enhancing our value to our clients and our communities

- Surveys conducted on the topic of the value of architecture over the last two SC sessions have shown potential. Last year's study group survey found that clients are eager to share feedback on services, and this year's member survey suggested evolving modes and areas of service. Gathering and sharing this information would enable members to adjust their services to deliver more value through architecture, benefiting their clients, partners and communities.
- The creation of a new phase of delivery services between completion of construction documents and commencement of construction, called the Integrated Virtual Design Collaboration Phase, will expand our services and reduce all stakeholders' risks. This new service also allows for additional revenue opportunities to be incorporated into the contract. In successful collaboration phases, technology is an integral element serving as the bridge between design and construction - a benefit to all stakeholders in the construction process (reduces change orders, claims, delays, etc.)
- The Architect of the Future must have problem solving skills to adapt to fast-moving technology, and gain hands-on construction and interdisciplinary experience during academia in order to excel in their hybrid practice studios that sets the pace of industry trends.
- The AIA of the Future is known for its resources, training workshops, and visionary technology collaborations that drive the profession forward. The Institute must utilize the foresight work of the Strategic Council more impactfully while expanding its focus on mentoring, education and collaboration in order to become the 'must join' network for architects.

Recommendations for Actions by the Board

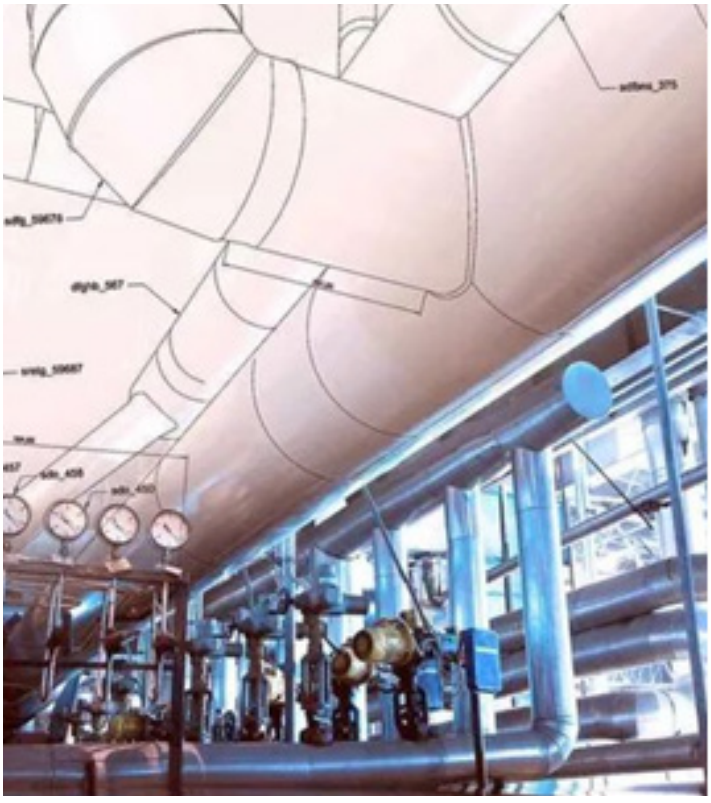
Continue to engage and explore new types of services and educational opportunities to support future architects.

- Task AIA staff to develop a system to survey members and select client and partner organizations on a regular basis to query perceptions of the value of architecture, both current and future. Share the findings with participants in the form of an index (like the ABI) to map and understand industry, social, and cultural trends.
- Engage the appropriate Knowledge Communities (TAP, PD, etc) to further develop the integrated virtual coordination concept and formally solicit input from key stakeholders on adding an integrated virtual coordination phase to delivery of services.
- Utilize the future focused topics generated by the Council to curate educational topics for AIAU, AIA24 and other upcoming AIA programs/events.
- Expand the resource investment made in the Strategic Council by providing foresight training and research methodologies that embrace technology (AI).

Implications by 2035 if no action is taken

Our profession risks becoming marginalized, and this sequence would deprive society of the very necessary value and benefits that we provide.

- We need regular and reliable input from clients and stakeholders in order to understand our perceived value and to strategize accordingly.
- Construction litigation will continue to rise in frequency and severity, which continues to limit relevancy of Architects in post-design phases.
- Technology will continue to drive our profession, forcing us to adapt instead of Architects collaborating to develop the technological innovations used within our industry.



www.ny-engineers.com

Recommendations for 2025 Council

Focus efforts to help architects enhance their value and grow as community leaders.

- Evaluate trends and factors to determine where complementary industries are taking project leadership away from architects. Determine non-conventional services that architects should offer and the impact of architects.
- Extend communication of the value of architecture to select partner groups and organizations. Investigate potential recommendation for an AIA Ambassador program in which an AIA member is formally assigned for a multi-year term to actively and explicitly promote the value of architecture through that organizations' publications, conferences, and committees.
- Utilize research methodologies that embrace technology (AI/other) to expand our capabilities and diversify the topics of study.
- Continue to foster intentional collaborations between key KC's allied groups to facilitate more robust research / study efforts
- Work with leadership / AIA Staff to create a recommended list of educational topic priorities for both AIAU webinars and the upcoming AIA Conference.

Wellbeing

Co Chairs:
Rex Cabaniss, AIA
Galen Lif, AIA
Tony Rangel, AIA

Participants:
Matt Barnett, AIA
Leah Bayer, AIA
Brad Benjamin, AIA
Craig Chamberlain, AIA
Ashley Hartshorn, AIA
Jordan Luther, Assoc. AIA
Leanne Meyer-Smith, AIA
Andrea Hardy, AIA (YAF)
Kaylyn Kirby, AIA (YAF)
Katherine Lashley, AIA (YAF)
Brett Wedding, Assoc. AIA (NAC)

Goal

Advance AIA member's awareness, knowledge, and application towards designing healthier buildings and communities through:

1. Wellbeing Resolution: promote the proposed AIA Health and Wellbeing Policy which states that designing for Wellbeing is an ethical imperative; identify strategies and resources for helping members incorporate this resolution into their daily practice.

- Implement the AIA Health and Wellbeing Policy

2. Leverage new relationships with other AIA groups (AIAS, NAC, YAF) to help shape goals and recommendations to reflect those specific member groups.

3. Wellbeing Resource Catalog: Find, catalog, and summarize Wellbeing resources, certifications, and guidelines in order to supplement AIA's programming:

- Identify the numerous resources that are available to supplement any gaps in AIA's programming, guidelines, or educational resources related to Wellbeing.

- Investigate available Case Studies

4. Connect with individuals promoting community Wellbeing through organizations such as the US Conference of Mayors, Mayor's Institute on City Design and the Urbanism Bureau.

- These discussions also include connecting with other AIA chapters in cities that are successfully advocating for Wellbeing in their communities.

5. Connect Wellbeing with other areas of the AIA representing the Climate Action Pledge Programs, Design Excellence and Research and Practice for Sustainability.

6. Establish recommendations for further study into Wellbeing in the profession in 2025 and beyond.

Findings / Conclusions

1. People were eager and engaged during interviews with our group, sharing their work and providing ideas on how to collaborate or educate AIA members on the many facets of Wellbeing.

2. Wellbeing Resource Catalog: Numerous organizations provide resources, certifications, and guidelines related to Wellbeing; the resources of our current group preclude developing an exhaustive list, but will produce a foundational starting point for evaluating Wellbeing resources.

3. AIA already has several programs committed to aspects of Wellbeing and has partnerships with a few other external organizations related to Wellbeing. However, AIA can expand its influence and leadership capacity in the industry for further supporting and disseminating Wellbeing research and programs. AIA may benefit from forming specific new partnerships with more external organizations to support research, education, and advocacy related to Wellbeing, or dedicating more resources to existing AIA programs dedicated to Wellbeing.

4. YAF Survey: many Young Architects are adamant that advocating for the "Wellbeing of architectural professionals" should be a priority of AIA in addition to providing "Wellbeing for the public". Examples include (but are not limited to):

- A firm/studio culture that prioritizes healthy work/life integration and balance via PTO, vacation and holiday time.

- Healthy work environments with access to light, healthy materials, comfortable work environment, and all other things that are important to designing healthy spaces for the public.

5. Architects can have a tremendous influence on community development by serving on Boards, Commissions and as Elected Officials. The AIA relationship with The United States Conference of Mayors is getting stronger and needs to continue to build.

Recommendations for Actions by the Board

1. Next steps following the Resolution:

- Form a Task Force(s) to advise on implementing the LET IT BE RESOLVED items
- Advance outreach to external organizations dedicated to similar Wellbeing objectives
- Promote a Wellbeing Resource Catalogue

2. Encourage Knowledge Communities to take on more Wellbeing topics with input from the study group

3. Engage the local component where the U.S. Conference of Mayors is hosting their conferences so they can attend and bring a local sense of architecture and community development to the conferences.

Implications by 2035 if no action is taken

1. AIA will have a waning influence on promoting Wellbeing as a design priority, meaning missed opportunities to expand & enhance architectural services.

2. Communities will continue to develop with less design focus on healthy living criteria; access to clean water, healthy food, recreation and public transportation that is needed for a healthy lifestyle.

3. AIA will have less impact in the growing cultural & economic prioritization of Wellbeing.

4. If Wellbeing within the architecture profession is not addressed and progressed the AIA may lose potential membership as prospective future architects choose other fields providing greater focus and opportunities to integrate Wellbeing.

AIA — COTE Top 10	Award	premier program for sustainable design excellence
AIA — AIA 2030 Commitment	Pledge	an actionable climate strategy with standards and goals for reaching net zero emissions in the built environment
AIA — Framework for Design Excellence	Guideline	10 design principals that inform progress toward a zero-carbon, healthy, just, resilient, and equitable built environment
AIA — Architecture & Design Materials Pledge Program	Pledge	for improving the health of the planet and people through the evaluation and careful selection of products and finishes
AIA — Academey of Architecture for Health	Resource	supporting the design of healthy environments by creating education and networking opportunities for the healthcare architectural profession
AIA — Building Performance Knowledge Community	Resource	aims to incease building performance related to occupant comfort and health, and the fuction, durability, sustainability, and resilience of buildings.
AIA — Continuing Education (CE) Course Catalog	Database	collection of live and on demand CE courses on a variety of topics
AIA — AIAU	Database	collection of live and on demand CE courses on a variety of topics
BLUE ZONES® — Blue Zone Project	Resource	evidence-based center for research and recommendations on helping people live better, longer
Build Healthy Places Network — Guide to Racial Healing: The REPAIR Framework for Community-Institution Solidarity in Racial Healing	Guideline	uses five parts to frame how institutions can implement long-term, sustainable community-institution solidarity for racial healing
Build Healthy Places Network — Network Resource Library	Database	collection of resources that highlight the health-related value and impact of community development work
Build Healthy Places Network — Healthy Neighborhood Investments	Resource	identfies several policy actions for advancing health and racial equity through cross-sector investments
Build Healthy Places Network — Partnerships for Health Equity and Opportunity: A Healthcare Playbook for Community Developers	Guideline	guides community developers towards partnerships with hospitals and healthcare systems to foster connection and collaboration
Build Healthy Places Network — Measure Up	Database	microsite of resources and tools to help measure and describe the impact of your programs on families, communities, and factors relating to health
Build Healthy Places Network — The Intersection of Community Development and Mental Health	Resource	examines how safe, thriving neighborhoods influence mental health and explores the importance of community development to health and health outcomes
Build Healthy Places Network — Jargon Buster	Resource	defines common industry jargon surrounding health and wellbeing
Build Healthy Places Network — Principles for Building Health and Prosperous Communities	Guideline	principles to establish best practices across multiple sectors

ABOVE AND RIGHT:
Excerpts from study group analysis of of existing industry resources.

Recommendations for 2025 Council

1. Study the importance and implications of "Wellbeing in the profession." Identify the best practices to ensure architecture students and practitioners can maintain and improve their Wellbeing. Perhaps create something similar to the Guide for Equitable Practice?

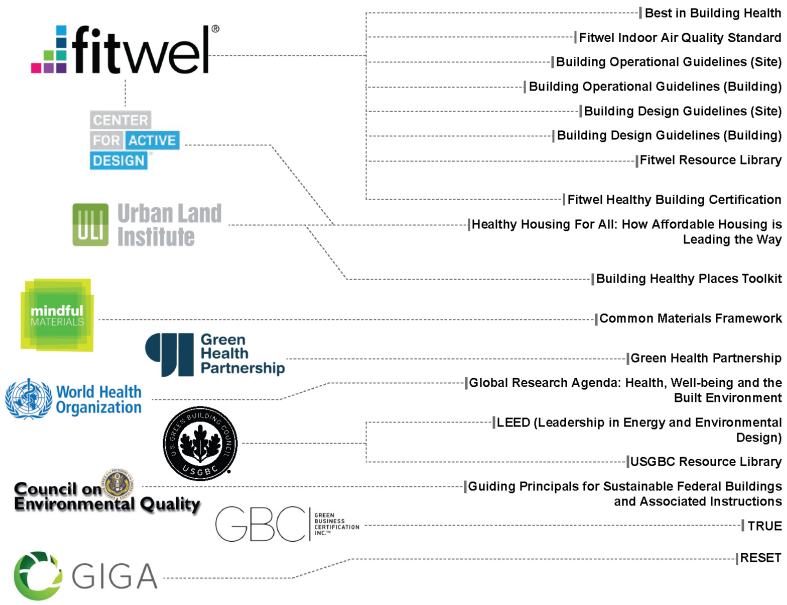
- Keep our talent, evolve the profession to serve current demographic needs and desires.
- Value of the profession > making the business case for how to do this

2. Recommend actions to advocate or celebrate schools and/or firms that prioritize Wellbeing in the profession. Potential for similar toolkit and certification as the EP Friendly Firm Certification - could look to YAF and NAC for assistance here.

3. Continue participating in the US Conference of Mayors with local presence wherever the conference is held and participate in meetings with AIA National and elected officials to grow our advocacy, intellect and ability to be more effective in our local chapters getting members involved in committees, commissions or elected office.

4. Further develop research into the impact of design on Wellbeing, specifically:

- Case Studies that could help AIA members in communications with their clients on the impact of Wellbeing on design.
- Continue building the catalog of resources.
- Work with AIA Climate Action Pledge Programs, Design Excellence and Research and Practice for Sustainability.



Best in Building Health	Award	recognition for leaders setting the benchmark for excellence in building health
Fitwel Indoor Air Quality Standard	Guideline	detailed requirements to guide project area performance to for Fitwel certification
Building Operational Guidelines (Site)	Guideline	detailed requirements to guide project area performance to for Fitwel certification
Building Operational Guidelines (Building)	Guideline	detailed requirements to guide project area performance to for Fitwel certification
Building Design Guidelines (Site)	Guideline	detailed requirements to guide project area performance to for Fitwel certification
Building Design Guidelines (Building)	Guideline	detailed requirements to guide project area performance to for Fitwel certification
Fitwel Resource Library	Database	tools and assistance to help achieve healthy building goals
Fitwel Healthy Building Certification	Certification	building rating parameter for commercial single and multi tenant existing structures for facility inovations towards wellness environment leadership
Healthy Housing For All: How Affordable Housing is Leading the Way	Resource	shares four lessons for building healthy housing derived from case studies of affordable and mixed-income developments across the United States.
Building Healthy Places Toolkit	Resource	evidenced-based recommendations to assist anyone involved in real-state to guide decision making toward healthier people and communities
Common Materials Framework	Resource	detailed, cross-stakeholder industry organization and analayis of common buiding products to drive material choices to prioritize health holistically
Green Health Partnership	Guideline	devloped practice-oriented heath promotion processes for use by green buiding practioners in the real estate industry
Global Research Agenda: Health, Well-being and the Built Environment	Resource	includes five research themes with Implementation Guide and Toolkit for other actors to adapt and expand on the research agenda at regional, national and local levels
LEED (Leadership in Energy and Environmental Design)	Certification	framework for healthy, efficient and cost-saving green building
USGBC Resource Library	Database	various publications including guidelines, grant writing toolkits and case studies
Guiding Principals for Sustainable Federal Buildings and Associated Instructions	Guideline	federal government division created to advise the President on enviornmental policy
TRUE	Certification	zero waste certification for buildings
RESET	Certification	standards and assessemnt tools forcused on quality, transparency and continuous measurement of data tolp built enviornment be healthier and sustainable

Special Initiatives & Collaborations

How Wyoming architects are prioritizing historic preservation

Historic structures are vital to the evolution of a community.

APRIL 2, 2024
BY DAN STAKLER, AIA

Every community in every state has older buildings that connect residents to an earlier era. Older buildings are all-too-often discarded. These buildings are sometimes razed to provide space for new buildings or to simply get rid of a dated eyesore. Many have become difficult to maintain and have lost the charm they may have once had.

The Wyoming architectural community is on a preservation path. After witnessing and sometimes regretting the demolition of an historic structure, we have come to appreciate many of Wyoming's older buildings. They all have stories to tell. Rather than tear these buildings down, we have initiated efforts to restore, repurpose and honor these buildings. Historic structures are vital to the evolution of a community. They present challenges and opportunities and can be considered as sustainable alternatives to urban renewal discussions.

The historic Union Pacific Railroad Depot in Cheyenne, Wyo. is a prime example. This structure sits on an axis with the Wyoming State Capitol building. After consideration was given to raze the building, better minds prevailed. Each local architectural firm played a part in restoring and repurposing the building over three decades ago.

It has proven to be a huge success. The depot is now a Cheyenne icon and a gathering space for friends, families and tourists. It now houses a railroad museum, a restaurant and an art gallery. Wyoming's history is on full display. One of Wyoming's architects volunteers weekly to wind the clock in the tower, and he has done so for almost 30 years.

The State Capitol building, at one point in severe disrepair, was recently renovated. This structure sits proudly in an area of Cheyenne that will always be at the center of government activities. The renovation took many years to complete. It was an opportunity to replace worn materials, update comfort systems and preserve the murals that depict the history of the state. Architects and craftspeople carefully examined every detail.

I had the opportunity to work on both historic train depot buildings in Sheridan, Wyoming. The older one was a utilitarian wooden structure placed across from the historic Sheridan Inn, another building with a long and storied history. Buffalo Bill Cody built the inn to celebrate the growth of Sheridan and to provide an enclave to attract tourists from the east coast who visited Wyoming to attend his Wild West shows. The depot was situated to have tourists arrive on the train and simply walk across the street to enjoy the comforts of the inn.

The wooden depot was moved twice. The second move was predicated on the anticipated construction of a state-of-the-art, two-story, brick-clad train depot. The Chicago Burlington and Quincy Railroad (CB&Q) promised a new, modern depot that would place Sheridan at the forefront in railway service for the region.

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Photo Credit: Dan Stalker, AIA.

The brick-clad depot served the residents of Sheridan for over 100 years. When the passenger trains became less frequent, the railroad sold the depot and abandoned its functions. For many years the structure continued to decline, and the building attracted a new crowd. The historic structure turned into a bar and smoke-filled pool hall. It quickly became an eye-sore, an unattractive relic from the past. It was falling apart.

About six years ago the building was purchased by a developer with the vision of restoring and repairing it, honoring the past and celebrating the future. Both levels of the building were repurposed. A restaurant/gathering space now occupies the main level with upscale, modern offices on the upper level.

The experience of restoring an old building offers a collaborative dialogue and a lot of discovery. During the restoration of the train depot, the design team prepared drawings as construction was underway. The program and the design evolved as opportunities presented themselves. A new elevator and stair tower were added to serve the upper Level. The inefficient and temperamental coal burning furnace was dismantled and replaced with a forced air mechanical system. The building now had air conditioning and the ability to control interior temperatures. Several historic and elegant light fixtures were simply cleaned, and efficient new LED bulbs installed. These fixtures were complemented with a series of fresh new lighting fixtures. New millwork and furnishings were placed. Existing flooring surfaces were saved. The rich terrazzo floor simply needed a deep, deep cleaning. Many older Sheridanites were pleased to visit the new spaces and see where the building's history was honored. Many had fond memories of when the building served as a transportation hub.

Wyoming has an appreciation of its history and takes a long look at projects that may impact historic districts or structures. Preserving, protecting, and enhancing historic structures are wonderful opportunities for architects. These projects answer many questions and concerns for carbon sequestration impacting our environment. These projects also allow us to do the right thing.

DAN STALKER, AIA is a small firm owner based in Sheridan, Wyoming and a member of AIA's Strategic Council.

https://www.aia.org/aia-architect/article/how-wyoming-architects-are-prioritizing-historic-preservation

How to design for extreme temperatures

While the challenges of climate change are new, the most effective strategies have been around for as long as buildings have.

MARCH 5, 2024
BY COREY SQUIRE, AIA

As the world veers towards warming 1.5 degrees Celsius and beyond, abnormal has become the new normal. Buildings designed and constructed today will face climatic conditions over their life that will be markedly different from what the built environment experienced in the past. Though architects cannot predict with 100% certainty what's coming, it's clear that our buildings need to be designed to survive and thrive through the new extreme conditions that they will be subject to.

The recent past has already provided a glimpse of what we can expect. In 2017, Hurricane Harvey dropped 60 inches of rain, more than an average year's worth, near Houston, Texas. Simultaneously, major droughts are occuring with increased frequency in other parts of the world. Fundamentally, a hotter Earth means more energy to power extreme weather events.

Extreme temperatures are an especially dangerous and increasingly common effect of climate change that nearly everyone has now lived through. Over the span of just four months in 2021, I personally experienced a historic ice storm in Texas that knocked out large portions of the utility grid and a string of 115 degree days caused by a heat dome over Portland, Oregon. In both of these events, many suffered and some people died because their buildings failed to provide shelter from the elements, the essential purpose of the built environment.

As in times past, architects remain committed to the health, safety and welfare of the public. Given the state of today's climate, design that effectively mitigates the risk of extreme temperatures is an essential part of this commitment. Fortunately, designing for extreme temperatures does not require any novel technology or knowledge, and buildings that effectively address this risk have the potential to be more energy efficient and more comfortable during everyday operations in more typical conditions.

Prioritize the thermal enclosure The most effective design strategy to address extreme temperature is a high-quality thermal enclosure. This means a combination of insulation, air sealing and appropriately sized windows (around 30% of wall area) to slow the flow of heat in or out of the building and maintain more stable indoor conditions.

In colder climates, the value of a strongly insulated enclosure to maintain heat is already well recognized by architects. Thick insulation and tight air sealing is the norm where very cold winters are common, and these more thermally resistive buildings are more resilient to extreme temperatures, both hot and cold.

In contrast, we pay less attention to insulation in warmer and more temperate climates. While this might be fine the majority of the time, less thermally resistant enclosures pose real risks during the uncertainty of the future climate. Energy code, which determines minimum insulation, glazing, and air sealing values, is considered from the perspective of conserving energy on average over a year. Today it makes more sense to consider the thermal qualities of our buildings from the perspective of resilience. A quality enclosure will always conserve more energy and provide greater comfort, but it also offers the ability to safely endure the coming heat domes and arctic blasts of the 21st century.

In addition to a strong thermal enclosure, orientation and shading are also effective design strategies for mitigating extreme temperature events, especially extreme heat. Solar heat gain will significantly contribute to a building's indoor

Photo Credit: Corey Squire, AIA.

temperature and cooling load. If temperatures are above "normal" and the mechanical systems are unable to keep up, the addition of solar heat gain can push the indoor environment into unsafe conditions. Western exposure is often the culprit, and designs that limit glazing on the western side of the building will remain cooler and reduce A/C loads compared to buildings with significant western-facing glass. The ability to shield windows with shades, curtains, or shutters is also an effective strategy to keep heat out of a building whenever it's warm, but especially during extreme heat events.

The power of passive systems These strategies – a quality enclosure, effective glazing area, operable windows, building orientation, and shading – are all traditional passive design strategies that have been used for thousands of years to keep buildings comfortable. More recently, they have been used to effectively conserve energy usage for both heating and cooling purposes. It's not surprising that the same collection of strategies can be depended on to keep occupants safe from extreme temperatures, and this remains the case whether or not the power goes out. Power outages pose an additional challenge during extreme weather events, and architects need to consider and design for the possibility that a power outage will be coupled with extreme temperatures. Snow and ice storms have been known to bring down power lines, and during the summer, extreme heat can lead to brown outs if everyone is running their A/C on high and the utility is unable to provide adequate electrical capacity. Backup power is a useful solution in these situations, but it should not be relied on alone. Generators or batteries are most effective when coupled with appreciated passive design strategies.

During the Texas ice storm of 2021, the temperature inside many homes quickly dropped below freezing when the power went out, resulting in frozen pipes and deaths from exposure. During the 2021 Portland heat wave, indoor temperatures spiked into the 100s in apartments that didn't have cooling systems or effective operable windows, also resulting in deaths. In both cases, buildings with a quality thermal enclosure would have maintained indoor temperature at safe levels for longer periods of time. In the case of extreme heat, shades to block the daytime sun and windows that open to provide night cooling are simple and essential design strategies that can keep people safe.

While the challenges of climate change are new, the most effective strategies have been around for as long as buildings have. To mitigate the risks of extreme temperatures when designing a building today, focus on passive systems. Choose a higher insulation value and more thermally resistant glazing than the code minimum recommends, and pay extra attention to air sealing to keep infiltration to an absolute minimum. Additionally, avoid unnecessary western glazing, provide effective shades, and ensure that windows can open enough to effectively cool and ventilate passively. Cooling systems are necessary in most locations that have not required cooling in the past, and backup power for life safety systems continues to be necessary, but it's important not to mistake active systems for an architectural design solution. The buildings of the future that effectively protect the heath, safety, and welfare of the public depend on the thoughtful application of age-old passive design strategies.

COREY SQUIRE, AIA is the Sustainability Director at Bora Architecture & Interior in Portland, Oregon, and a member of the American Institute of Architects' Strategic Council. He is the author of the recently-published book, People, Planet, Design: A Practical Guide to Realizing Architecture's Potential.

https://www.aia.org/aia-architect/article/how-design-extreme-temperatures

Using the porch to connect peope to place

Porches can also have health and wellness benefits.

MAY 29, 2024
BY DIANTHA KORZUN, AIA

People spend too much time indoors. In fact, the Environmental Protection Agency says that on average, Americans spend 90% of their time inside. Indoor pollutants can create poor indoor air quality, while fewer pollutants are often found outside. Additionally, spending time outside and in nature can help reduce stress, improve cognition, and improve confidence among other benefits, according to UC Davis Health.

The porch can be the connection from the inside of the building to the outdoors, the place that connects us to the environment. In the northeast, where my architectural design studio gbArchitecture is located, utilizing a porch in design allows for additional time outside to relax, socialize, work, study or hang out with friends or family even if it is raining, snowing, or just too hot to be in the sun. It often inspires people to spend a little more time outside watching and listening to the surroundings. The porch is also a low-cost solution for adding additional square footage to a project. Ultimately, the porch provides an opportunity to be outdoors longer, and when we talk about health and wellness, views, and access to daylight and fresh air, adding a porch to a design could make a difference.

At our design studio, we work on community-based projects: schools, affordable housing, food coops, libraries, and community buildings. We don't see the porch as being reserved exclusively for single family homes. In fact, creating a porch in a project is an exciting opportunity to explore the space that connects the inside to the outside, and the implementation can vary greatly in scale.

Over the years, I have utilized porches in much of my work, and am always delighted to see how the porch is used once the project is built. Here are a few examples of how porches can forge a connection between indoors and outside.

Littleton Food Coop in Littleton, New Hampshire. Photo Credit: Garry Hall.

Littleton Food Co-op, Littleton, New Hampshire
The porches are used here to create a pedestrian zone that was originally a path for vehicles to access the parking area. We created two porches that create an outdoor market and an entry porch, which provides a social place for sales as well as slowing traffic down. The connection to the outdoors is reflective of the food co-op and its mission.

Wentworth Community Housing, White River Junction, Vermont. Photo Credit: Ryan Bent.

Wentworth Community Housing, White River Junction, Vermont

The porch is used here as a front stoop to see people coming and going to and from the neighborhood. This front stoop is a social space and is intended to encourage people to provide eyes on the street for safety.

Millers Run School, Kingdom East School District, Vermont. Photo Credit: gbArchitecture.

Millers Run School, Kingdom East School District, Vermont

The porch is used here as an outdoor classroom. We are often asked to provide outdoor pavilions for schools, but extending the roof is a simple solution to add additional classroom space to the building. It is also connected to the classroom, which helps with monitoring students who are working independently. This project is under design now.

King Arthur Baking Company in Norwich, Vermont, designed by Diantha Korzun while working at TruexCullins. Photo Credit: Jim Westphalen.

King Arthur Baking Company, Norwich, Vermont

The porch shown here brought together three separate entities (baking, retail and baking education) and tied them together through one shared courtyard surrounded by a porch. This porch is busy in every season and provides ample seating for people to eat and socialize. The porch provides a much-needed gathering space for all three business sectors.

DIANTHA KORZUN, AIA is a principal at gbArchitecture in Burlington, Vt., and a member of AIA's Strategic Council and the AIA Committee for Climate Action and Design Excellence (CCADE)

https://www.aia.org/aia-architect/article/using-porch-connect-people-place

Home is where the resiliency is

Empowering communities to thrive in a warming world.

AUGUST 3, 2024
BY COREY SQUIRE, AIA AND THUY LE, AIA

The climate crisis is often presented abstractly. When you plot annual global temperatures on a graph and connect the dots, you see an upward tilting curve, but with its fraction-of-a-degree intervals, these subtle shifts can be hard to connect to everyday life.

Meanwhile, unprecedented heatwaves, wildfires, and ice storms are staring us in the face from our own backyards--an ever-present reminder that a degree or two increase in the global average translates to local variations that can be devastating for those living in affected areas.

According to a report published by Multnomah County, Oregon, there were 72 heat deaths in the county in 2021, 69 of which resulted from a single heat dome when the temperature soared 35 degrees above the historic average. Today, similar extreme heat events occur nationwide. A report by the National Weather Service from the same year saw heat-related fatalities topping any other cause by a large margin. But as dangerous as extreme temperatures can be, heat alone is often not the culprit. Our building stock—woefully underprepared for today's climate, let alone the more extreme climate of the future—contributes to these avoidable deaths.

Some of us are more insulated from the realities of the climate crisis than others—literally. Underserved communities tend to suffer more from extreme weather events, including extreme heat. As demonstrated by this New York Times mapping exercise, redlined neighborhoods, which remain poorer and more likely to have minority residents, are some of the hottest parts of town due to an abundance of heat-trapping pavement and few, if any, trees. These areas also tend to have lower-quality buildings that struggle in extreme conditions, while the more well-off and tree-lined neighborhoods stay significantly cooler. According to the Multnomah County report referenced above, those living in multifamily buildings or in the hottest (poorest) parts of the city were disproportionately killed by the heat dome.

Practical passive design strategies

Affordable housing sits at the intersection of the outlined challenges and the opportunity to address them. Following the 2021 heat dome, the Portland Housing Bureau began to mandate cooling—a positive development, but only part of the picture. Passive building design strategies can more proactively help mitigate health risks related to heat and maintain safe conditions. Better insulation and air sealing slow heat transmission into living units during the day and minimize the capacity (and cost) of mechanical systems necessary to maintain comfort. Climate change is also

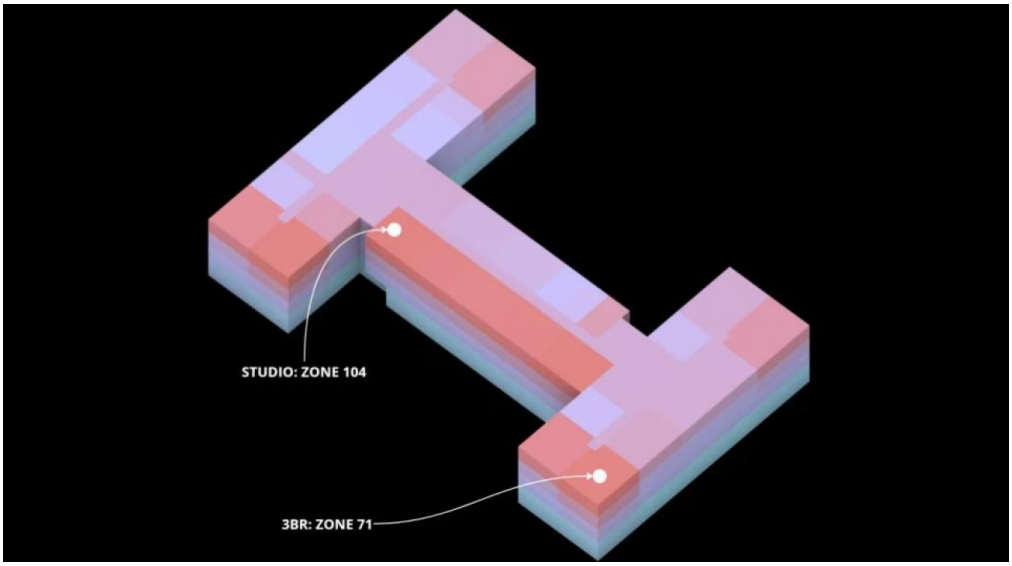


Fig. 1 [Relatively warmer units are shown as red. Relatively cooler units are shown as blue.] Photo Credit: Bora Architecture.

shifting rainfall and snowmelt patterns, which is stressing the region's hydro-based electrical grid. Climate resilience must consider what happens when the power goes out.

The 2021 heat dome compelled us to peer into the future to fully understand what we are designing for. It also prompted more effective communication of climate risks and a better understanding of the mitigating strategies that will keep people safe. By splicing climate data from the week of the heat dome into weather files used to study our buildings, our team can now evaluate how a design would perform during a similar future event. Testing housing projects during a heat-wave-without-power scenario gives us the tools to create resilient buildings in a warming world.

The Legin Apartments at Portland Community College (PCC)'s Southeast Campus, bringing 124 units over four stories to Portland's Montavilla neighborhood, were designed by Bora Architecture & Interiors with this approach. Scheduled to open in 2026, the project will offer a model for resilient affordable housing design in climates that are new to extreme heat. Among the performance goals of the project is the vision to create a future-proof building that adapts to changing climatic conditions and occupant needs through anticipatory design. This was our first project to be tested against the heat dome and the lessons are already informing designs across our portfolio.

For this project we studied the indoor temperature of every unit over the three-day heat dome, and the days following, without active systems. A large variation exists between units based on orientation and level, and special focus was placed on the most vulnerable cases: west-facing, top-floor units which would see the largest solar heat gain throughout the day (Fig. 1).

The study charted indoor air temperatures for these worst-case units under the following scenarios:

Baseline Scenario: Code-minimum construction without occupant input in which blinds remain open throughout the day and operable windows remain closed at night (Fig 2).

Engaged Occupant Scenario: Code-minimum construction, but with occupant input in which the shades are lowered during the day and windows are open at night (Fig 3).

Advanced Construction Scenario: Adding continuous exterior rigid insulation, low-e double-pane glazing, and tight air sealing, with the same engaged occupant input as above (Fig 4).

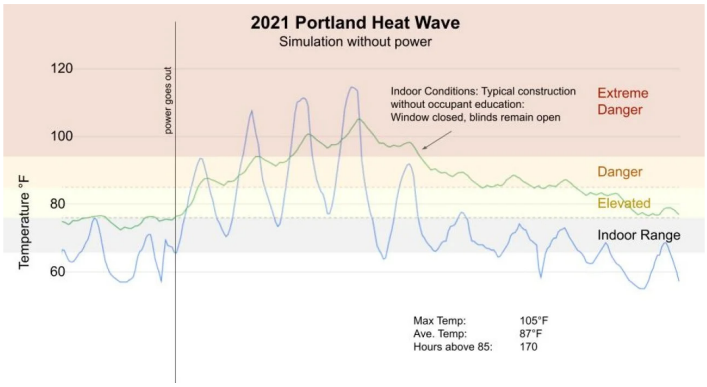


Fig. 2 [High temperatures linger as heat builds up and cannot release at night.]
Photo Credit: Bora Architecture.

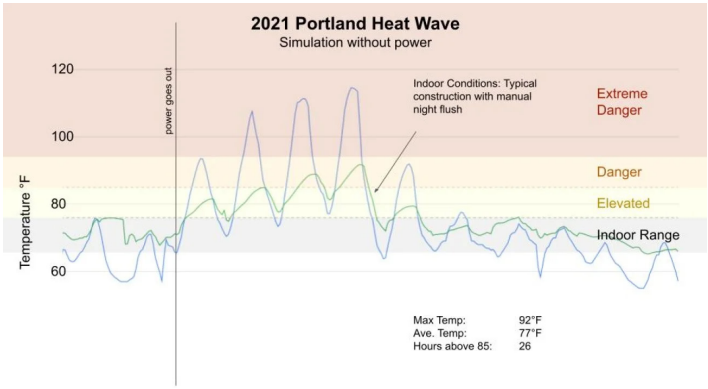


Fig. 3 [An engaged occupant can drop the high temperature by ~13 degrees.]
Photo Credit: Bora Architecture.

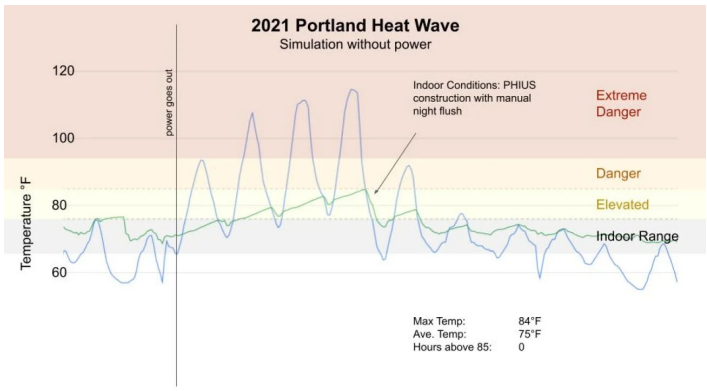


Fig. 4 [Advanced construction limits the amount of heat that will build up throughout the day.]
Photo Credit: Bora Architecture.

The Baseline Scenario (Fig 2) pushes into the "extreme danger" range and temperatures remain dangerously high over the following week as accumulated heat has no way to escape. Comparing this outcome to the next scenario (Fig 3), the same building, this time with an educated and engaged occupant, has remarkable capacity for well-controlled shading and natural ventilation to eliminate "extreme danger" temperature hours altogether. Looking at the same occupant behavior, but coupled with advanced construction (Fig. 4), the number of hours above 85 degrees is reduced to zero, shielding occupants from exposure to "dangerous" conditions.

These results highlight the potential of straightforward design strategies to achieve passive survivability in multi-family housing. The Legin Apartments leveraged these studies in both design and communication and incorporated architectural and behavioral strategies that were demonstrated to have a meaningful impact. A quality enclosure, coupled with night venting and occupant education, keeps living spaces habitable. This illustrates the concept of passive survivability--the ability to safely shelter in place without power. While temperatures might fall outside of ideal thermal comfort ranges, when a space is designed and operated correctly, hazards can be avoided. The added benefit of designing for resilience through passive survivability is that the same strategies that protect people during heat waves and power outages will make for more comfortable, healthy, and energy-efficient spaces year-round.

Architects and designers have the unique opportunity to address looming climate challenges in a tangible way by implementing the following proven design strategies and engaging with housing providers and occupants to ensure they understand how to effectively operate shades and windows.

Select windows with low solar heat gain coefficient (SHGC) and keep window-to-wall ratios in check, particularly on west-facing facades

Provide and locate operable windows to maximize night flushing potential during cool night hours

Choose a massing design that minimizes envelope area or provides self-shading

Provide exterior and/or interior shading for glazed openings

Choose exterior roof finishes and colors with a high solar reflective index (SRI)

Provide continuous insulation and air barrier around the thermal envelope and properly air seal

A home is a shelter from the elements and a place of respite from the outside world. But as we continue to face climate uncertainties, it is becoming increasingly apparent that we must broaden this definition and design for its implications: a true home is where the resiliency is.

The Legin Apartments was developed in collaboration with Portland Community College, Our Just Future, and Edlen & Co.

THUY LE, AIA is associate at Bora Architecture & Interiors in Portland, Ore., with experience on a wide range of project types, including libraries, workplace, affordable housing, and K-12 education. As an advocate for resilient architecture and evidence-based design, she has been a driving force behind Bora's highest-performing projects

COREY SQUIRE, AIA is the Sustainability Director at Bora Architecture & Interior in Portland, Oregon, and a member of the American Institute of Architects' Strategic Council. He is the author of the recently-published book, People, Planet, Design: A Practical Guide to Realizing Architecture's Potential.

https://www.aia.org/aia-architect/article/home-where-resiliency

How to run a values-driven firm

New paradigms for practice that support social and environmental responsibility.

APRIL 29, 2024
BY ALYSSA MURPHY, AIA

When starting our firm, Placework, almost 15 years ago, my partner and I agreed that grounding our practice in our values was essential. We imagined we would adopt aspects we had most appreciated about our prior firms – active mentorship, serving communities, and a collaborative studio culture— and avoid the pitfalls of top-down design and profit-over-performance decisions we had also observed.

But having never studied business or run one before, we were feeling our way forward. We followed advice from a handful of "how-to" books, turned to our state's Small Business Development Center, and did our best to establish protocols based on a typical fee-for-service business model. These guardrails supported the launch of our practice, but they didn't fully serve our intentions. We found that the ethical obligations of our profession and our commitment to positive impact were often at odds with the accepted wisdom on how to run a business.

How could we thrive financially while maintaining our commitment to social and environmental justice? Our research on the concept of the triple bottom line of people, planet, and profit—an accounting framework that seeks to account more holistically for all costs associated with doing business—led us to the B Impact Assessment. This free online tool was approachable, easy to use, and most importantly, resonated with the questions we'd be asking. It provided a path forward that has transformed the way we work.

Tools for Learning & Growth

Developed by the non-profit B Lab, a "nonprofit network transforming the global economy to benefit all people, communities, and the planet," we found the metrics and standards for the impact assessment were an excellent resource. We realized that the somewhat audacious pursuit of becoming a Certified B Corporation could be an active way to strengthen our culture and reinforce our mission.

B Corp certification involves meeting standards of social and environmental performance, public transparency, and legal accountability. It's not a static tool, rather, it adjusts its criteria based on a company's sector, size, and market. Its framework encourages companies to assess, compare, and improve their practices – whether they choose to pursue certification or not. The B Impact Assessment also integrates with the 17 UN Sustainable Development Goals (SDGs) so companies can cross-reference their metrics between the two systems. This can be important for firms whose clients have their own SDG goals and ask for compliance from their vendors.

The certification process challenged us to scrutinize all aspects of our operations. We were able to answer many questions with "Oh! We already do that – great. Now we just have to write it down." Other questions challenged us to recognize how we could better support our team or community and encouraged us to create new policies and practices. We now have tracking mechanisms to gauge our internal performance on several monthly and annual metrics. We review them regularly, just as we do our more traditional financial Key Performance Indicators (KPIs). B Corps also legally enshrine stakeholder governance and impact into corporate charters, which in our case included amending our partnership agreement with the state to include a purpose clause "to create a material positive impact on society and the environment."

Community Transparency

During our B Corp process, we also benefited from engaging with Just, a program developed by the International Living

The Madbury Public Library, designed by Placework, in Madbury, New Hampshire. Photo Credit: Danielle Sykes

Future Institute (ILFI). Rather than a certification, ILFI describes Just as a "nutrition label." It is a voluntary disclosure program that allows companies to develop and share policies on issues such as diversity, worker rights, benefit equity, and sourcing ethics.

The program's foundation is merely having a policy that addresses each of its 22 social and equity indicators. Just provides model policies as a basis for firms to tailor them to their own needs. More importantly, the program also includes a publicly accessible database of the policies of all Just labeled companies, supporting peer learning and community accountability. We found the ability to learn from firms across the country was an invaluable tool to spur discussion and define our own policies.

Notably, neither approach is prescriptive. Beyond the commitment to transparency, neither program mandates any point of view, policy, or practice. To earn a Just label, a firm must develop a policy to address each metric; the firm is free to define its position. B Corp certification allows myriad pathways to certification. Both encourage setting goals, and B Corp recertification requires a demonstration of improved performance over three years. Like the ongoing evolution it encourages, B Lab is currently revising its assessment methodology and plans to relaunch new standards in 2025.

A New Paradigm

Whether it is these or other credential programs that may emerge in the future, it's important to note that the value in these programs is not found as a badge of accomplishment or, worse, a "market differentiator." It is true that our firm's participation in these programs has reinforced team engagement, attracted new employees, and even helped us connect with new clients. Those are all positive outcomes, but they are not at all why benchmarking is important.

As a profession that has already committed to transformative goals for design, it's time to embrace a similar shift in the way we practice. Unfortunately, the underlying structure of our businesses may impede the outcomes we seek. We struggle with the legacy of a hierarchical design culture that rewards competition and long hours over collaboration and wellbeing. Becoming a B Corp and earning a Just label have helped us build a new framework to align our operations with the positive impacts we expect in our design work.

We originally sought out these programs to grow our firm in a way that felt meaningful to us. Over time, we have also found that our credentials put us on stronger footing when we need to ask our clients, design teams, or construction partners to consider a different approach. Demonstrating that we're willing to share and adapt our own business practices strengthens our ability to lead and inspire.

As with other rating or certification systems that our industry is familiar with, it's easy to focus on the shortcomings of the system rather than participate in advancing its potential. But if a long-term commitment to climate action and advancing equity were integral to the structure of our individual practices, there would be a sea change in the profession. Centering these values at the practice level is necessary to support lasting positive impact – for individuals working in the profession, the communities we serve, and the natural world.

ALYSSA MURPHY, AIA is principal of Placework in Portsmouth, New Hampshire and a member of AIA's Strategic Council.

https://www.aia.org/aia-architect/article/how-run-values-driven-firm

How residential design offers opportunities for sustainability

Sustainanble home projects can directly benefit both homeowners and architects.

DECEMBR 27, 2024
BY TIMOTHY LOCK, AIA AND GABE TOMASULO, AIA

While large-scale commercial and institutional projects tend to garner top sustainability honors, more humble single-family residential designs remain one of the most consistent project types for architects practicing in the United States.

Residential design offers a significant opportunity to create positive, resilient ecological impact in a way that can directly benefit both homeowners and architects. To achieve this, our Maine-based firm, OPAL, approaches “sustainability” as an imperative and a design opportunity, with criteria and metrics specifically catered to delivering noticeable quality of life improvements for occupants. We embrace our role as experts and seek to educate our clients and fellow practitioners on how we can all be part of a sustainable future.

We consider the opportunities for sustainable design across five dimensions: **habitable planet, circular resources, protected water cycle, resilient ecosystems, and healthy communities.**

Habitable Planet

When we talk about “carbon footprint” or “emissions," typically what we mean is the human impact on the future habitability of our planet in the face of global warming. While this is a very large problem to contend with—affecting every human on the globe – it is the area in which architects have the greatest leverage and the most robust history of practice to draw upon. Buildings are responsible for approximately 40% of all global greenhouse gas emissions, through both their operations and construction. While residential buildings tend to be small, there are many of them, so reducing their whole-life carbon emissions is extremely effective collectively. Further, unlike in commercial and institutional design, it is easy to relate valuable occupant outcomes to design choices around emissions reduction. The easiest, perhaps, is fuel costs over time.

Early in the history of our practice we made it a goal to design using Passive House principles on every project. This was not with the intent to certify all our projects or try to “hit a number” on low energy use. Rather, it was a response to our clients’ needs. At the time almost all of our projects were detached single family homes in Northern New England and the Upper Midwest—very cold places with very high heating costs. We explored a “Passive House for everyone” approach involving climate-appropriate windows, thicker-than-code insulation, and mechanical ventilation to meet our clients’ financial sustainability needs, while ensuring durable, comfortable, not drafty, healthy environments for people. This approach represents the single largest achievable reduction in greenhouse gas emissions on a house project, particularly when paired with on-site renewable energy production—made significantly more financially viable through the Inflation Reduction Act.

Expanding the frame to consider embodied emissions, many residential projects in the United States already utilize

Interior of "All Wood, All the Time" in Lake Warmaug, CT by OPAL. Photo Credit: Trent Bell

A residential project in Sedgewick, Maine, by OPAL. Photo Credit: Trent Bell

sustainably sourced bio-based materials for their structure and finishes (think wood studs and floors). From this point of departure, it is a short journey to considering carbon-storing insulations such as wood fiber and cellulose, durable natural exterior finishes like thermally treated wood, and high-recycled content metal roofing and flashing materials over petroleum-based products like asphalt and plastic. All of these design choices bring immediate value in terms of operational cost savings and occupant well-being, while also radically increasing long-term resilience, durability, and positive impact. Any homeowner can appreciate the advantages of such an approach.

Circular Resources

Discussions of circular economies and architecture often fall victim to an assumption that architects can only employ circular strategies by reusing existing buildings or building components. While this is a key attribute of a circular economy, as a designer, we don't always have the option to reuse a building. This is particularly true in single family residential design. At OPAL, we choose to consider circularity as an acknowledgment that all projects exist at a point along a timeline. Intervening at the beginning of any timeline, as is the case with new construction, does prevent us from planning for the eventual reuse and adaptation of the buildings we design.

A single-family home is a unique building type in that its occupants will often experience the building across multiple stages of their own life. In a commercial or institutional setting, the same demographic of people often will use the building in the same way for decades. This can make designing a circular, adaptable building easier, because the building's effective use over time is more knowable. In a residential setting, aging or changes in occupants' physical abilities are often catalysts for renovation, creating waste from demolition and reconfiguration.

However, if we can conceive of a residential architecture that can be effective and inclusive for all ages, the potential for reuse and adaptation increases tremendously. We have had the opportunity to design many houses with aging in place as an explicit goal, or the intent to move in multi-generational family members over time. We expect this to be a growth opportunity in practice as our population ages, and we encourage all residential architects to lean into this model—it makes our building stock inherently more circular, healthier, and more inclusive.

Protected Water Cycle

As water emerges as a limited resource, reducing water use becomes imperative for all projects. While many residential projects are technically net-zero water, managing both supply and waste onsite through the use of wells and septic systems, residential designers can look beyond overall net water use to create positive water impacts. We recommend thinking critically about overuse of potable water, particularly for irrigation.

When revegetating disturbed soils, select native, drought-resistant plants. Plants that need extensive watering to establish themselves and grow over time are a significant contributor to water overuse and disturbance in the local water cycle. Furthermore, the designer can take care to ensure that stormwater is properly managed on site once it leaves the roofs of the building. Consider the quality of runoff when choosing roofing materials and ensure that runoff is not furthering site erosion or pollution. In best practice, stormwater can actively reduce the need for potable water use onsite. Lastly, consider the viability of gravity flow to move water over pumping, when possible, further reducing energy demand.

Interior of "The Roost" in Camden Maine, by OPAL. Photo Credit: Trent Bell

Resilient Ecosystems

The physicality of each building project changes and becomes part of the ecosystem that surrounds it. Our buildings are part of our human ecosystem and exist in negotiation with all of the species of plants and animals that live on and around our building sites. Perhaps a groundhog lives under your deck—congratulations! You have designed a shelter for more than one species! The designer's brief certainly centers our human ecosystem, but ignoring or working against the reality of the flora and fauna surrounding our buildings is impossible. When considering a new design, OPAL considers the "human-only" area on the site and seeks to limit it as much as possible. This entails considering not just the building, but also outdoor patios, hardened drives, and monoculture planted areas like lawns. Outside the human-only area, we deliberately design spaces that promote a diversity of plant and animal species. Further technological advances with ecosystem benefits, such as bird-safe glazing, are becoming more readily available as well. We suggest deploying them on all projects.

Healthy Occupants

In our experience, the idea of creating a healthy building has been our most consistent "way in" to a sustainable approach

Sunroom of a residential design in TK by OPAL. Photo Credit: Trent Bell

Residential designs in TK, by OPAL. Photo Credits: Trent Bell

with our clients. People care deeply that the home they are investing in is healthy and, hopefully, contributes to their physical and mental well-being.

At OPAL, we consider two base health criteria non-negotiable and would recommend all architects do the same. We do not design buildings that require the combustion of fossil fuels for heating or cooking. Despite the recent focus on VOCs and other chemicals in interior finishes, combustion of fossil fuels inside buildings remains the single greatest interior and localized air pollutant. This is rarely discussed, as the removal of fossil fuels is generally considered an energy and emissions strategy without considering the benefits to occupant health. Speaking about these health benefits and emissions reductions together directly and positively ties personal physical well-being to shared global sustainability goals a critical and powerful communication tool. In further pursuit of healthy indoor air, we provide one hundred percent fresh air mechanical ventilation with highly efficient energy recovery on all of our residential projects. Yes, natural ventilation through open windows is wonderful, and preferred, but the reality is that in nearly all regions of the United States there are significant portions of the year where opening windows is not practical given the weather. Consistent access to fresh air is not only cleaner but improves mental health as well.

Beyond these criteria, access to daylight, views of nature, and proximity to bio-based finishes are great steps toward a healthy residential project.

While the applicability of advanced sustainability design and technology to small-scale residential architecture may seem limited, we have found that a synthesis, simplification, and abstraction of the core tenets of contemporary ecological design practice can yield great results for our buildings and our clients. It was from this lens that we developed our own guiding framework, called the Dimensions of Building Ecology, which provides clear, non-metric design interventions.

It can be challenging for smaller, residential-focused practices to manage sometimes diverse criteria. Thankfully, for those interested in backing up more abstract considerations with data, frameworks such as the AIA Framework For Design Excellence, are available to help harmonize an approach at any scale. Moreover, embracing a mindset of considering the next home design as part of its ecosystem is the perfect first step.

GABE TOMASULO, AIA is is a project manager at OPAL.

TIMOTHY LOCK, AIA is a management partner at OPAL and a member of AIA's Strategic Council.

https://www.aia.org/aia-architect/article/how-residential-design-offers-opportunities-sustainability

Residential design in TK by OPAL. Photo Credit: Trent Bell

Collaborations

Committees & Member Groups

Per the AIA by-laws, at least one Strategic Councilor serves on each board-level committee. This year, the Council also invited representatives of other AIA member groups to participate in our study group work to draw on a wider breadth of knowledge and to strengthen connections between groups. Including these members fosters opportunities for meaningful discussions about potential intersections and collaborations between their groups and the Strategic Council.

"Serving as a Council liaison to the Government Affairs Committee ensures that advocacy opportunities are identified in the Council study groups, communicated to the board, and prioritized for action by AIA. It keeps staff and board members apprised of the Council's reseach and visioning"

Bruce Herrington, AIA
2024 Council Liaison to
the Government Affairs Committee

AIA Board Committees

Government Advocacy Committee (GAC)
- Bruce Herrington, AIA

Board Knowledge Committee (BoKnoCo)
- Brien Graham, AIA, NOMA
- Jeffrey Huber, FAIA
- Jessica O'Donnell, AIA

Committee on Climate Action & Design Excellence (CCADE)
- Jean Carroon, AIA
- Diantha Korazun, AIA

Equity and the Future of the Profession (EQFA)
- Robert Easter, FAIA, NOMAC
- Garfield Peart, AIA, NOMA

Finance and Audit Committee
- Brad Benjamin, AIA
- Evelyn Lee, FAIA, NOMA
- Corey Solum, AIA

Public Awareness Committee
- Kathy Hancox, AIA
- Garfield Peart, AIA, NOMA

Secretary's Advisory Committee (SAC)
- Abigail Brown, FAIA
- Jonathan Taylor, AIA
- Mary-Margret Zindren, CAE

Candidate Development Committee (CDC)
- Shannon Christensen, FAIA
- Emily Grandstaff-Rice, FAIA
- Jessica O'Donnell, AIA

American Institute of Architectural Students (AIAS)

- Paulina Flores, AIAS
- Rebecca Hennings, AIAS
- Adam Uy, AIAS

AIA National Associates Committee (NAC)

- Tannia Chavez, Intl. Associate AIA
- Lauren Harris, AIA
- Silvina Lopez Barrera, Intl. Associate AIA
- Cassandra Quissel, Associate AIA
- Saakshi Terway, Associate AIA

AIA Young Architects Forum (YAF)

- Kaylyn Kirby, AIA
- Katherine Lashley, AIA
- Mel Ngami, AIA
- Jonathan Oswald, AIA
- Kyle Palzer, AIA
- Joe Taylor, AIA
- Matt Toddy, AIA
- Wei Wang, AIA

AIA Small Firm Exchange (SFx)

- Alyse Makarewicz, AIA

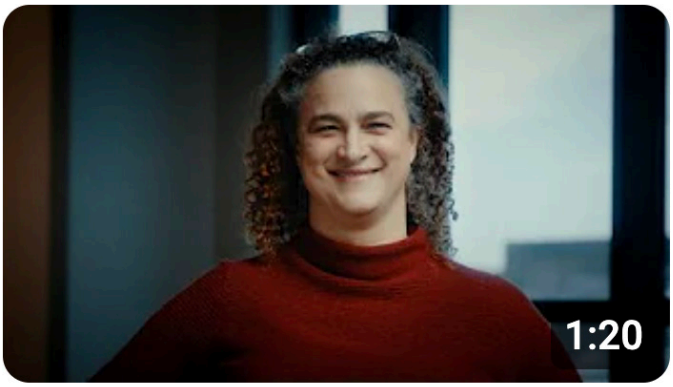
Future Focused Videos

This video campaign celebrates underrepresented architects and designers, their work, and their incredible impact on people, the profession, and their communities. Even more powerful, these are their personal stories of leadership, mentorship,

AIA Future Focused
Alyanna Subayno, Intl. Associate AIA

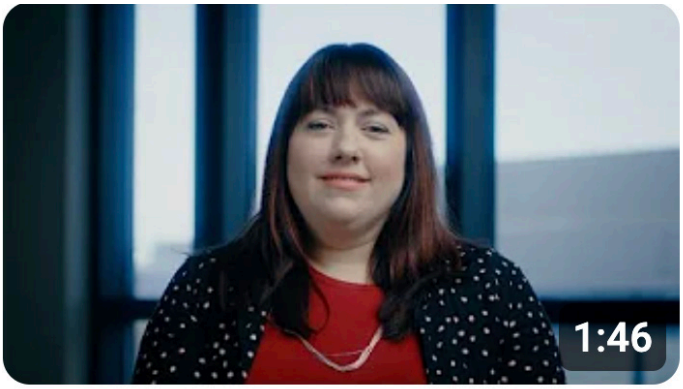
View the video here:
https://www.youtube.com/watch?v=GNUplkScD8I&list=PLX6EGii52HyMFRxQYusJDSRQ_3lYkvO5Y&index=20

AIA Future Focused
Alyssa Murphy, AIA



View the video here:
https://www.youtube.com/watch?v=xCzNwd_QfCO&list=PLX6EGii52HyMFRxQYusJDSRQ_3lYkvO5Y&index=5

AIA Future Focused
Ashley Hartshorn, AIA



View the video here:
https://www.youtube.com/watch?v=saMpDDbTjRI&list=PLX6EGii52HyMFRxQYusJDSRQ_3lYkvO5Y&index=22

AIA Future Focused
Brien Graham, AIA, NOMA

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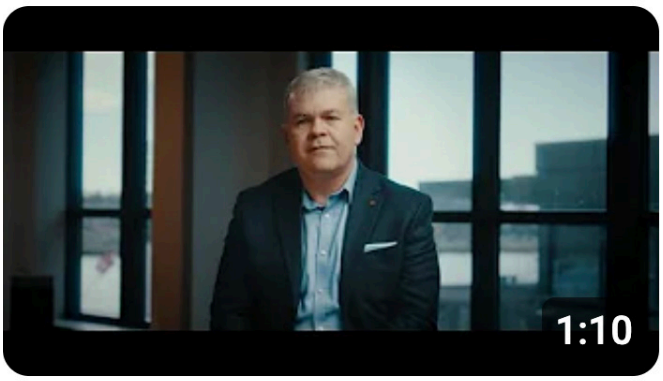
View the video here:
https://www.youtube.com/watch?v=k8SUB3bDeKc&list=PLX6EGii52HyMFRxQYusJDSRQ_3lYkvO5Y&index=23

and their vision for a diverse, equitable, inclusive future. Many Strategic Councilors have contributed to the series, including these eight videos produced in 2024.

AIA Future Focused
Diantha Korzun, AIA

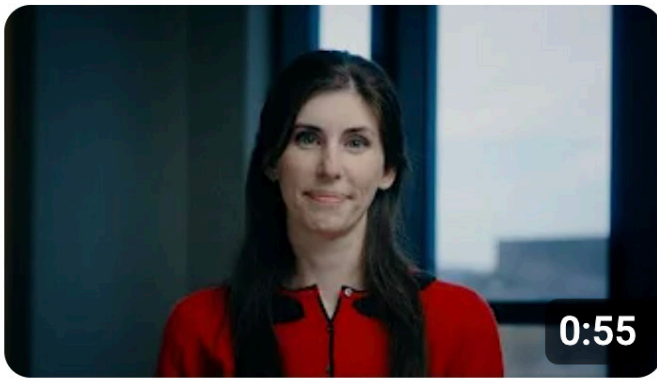
View the video here:
https://www.youtube.com/watch?v=jiXzC2LqkJk&list=PLX6EGii52HyMFRxQYusJDSRQ_3lYkvO5Y&index=11

AIA Future Focused
Ignacio Reyes, FAIA



View the video here:
https://www.youtube.com/watch?v=SO3wmMVSdgs&list=PLX6EGii52HyMFRxQYusJDSRQ_3lYkvO5Y&index=16

AIA Future Focused
Jessica O'Donnell, AIA



View the video here:
https://www.youtube.com/watch?v=3nXBTPrYNxQ&list=PLX6EGii52HyMFRxQYusJDSRQ_3lYkvO5Y&index=19

AIA Future Focused
Stephanie Leedom, AIA

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View the video here:
https://www.youtube.com/watch?v=3dxd-UnlDV4&list=PLX6EGii52HyMFRxQYusJDSRQ_3lYkvO5Y&index=2

2024 Resolutions

AIA Health & Wellbeing Policy

Spoonsored by the AIA Strategic Council
Championed by Bill Hercules, FAIA, FACHA, FACHE and Rex Cabaniss, AIA

“This resolution adds unique value back to our profession”

Bill Hercules, FAIA, FACHA, FACHE

This resolution, which grew out of the 2023 Strategic Council Health & Wellbeing Group’s studies, was passed by AIA member delegates at the AIA24 Annual Business Meeting on June 6, 2024 and ratified by the AIA Board of Directors during their September meeting. The 2025 Council anticipates assisting the AIA Health & Wellbeing Task Force in implementing the actions of the Resolution.

The intent of this resolution is to increase AIA members’ value to their clients by embracing evolving knowledge and trends in health and wellbeing, by clarifying specific policies, and promoting research-based relationships of architecture’s impact on human health and wellbeing. This is an ethical issue and requires related adjustments to AIA’s Code of Ethics and Professional Conduct plus the Framework for Design Excellence. The AIA should embrace and promote architects as health professionals, plus advocate for the incorporation of health and wellbeing-related research in architecture degree programs.

WHEREAS. THE U.S. health industry represents $4.5 trillion annually.

WHEREAS. U.S. health disparities diminish longevity up to 30 years in some communities.

WHEREAS. Numerous studies directly link both causational and correlated effects of architecture on human health.

WHEREAS. the World Health Organization defines health as "a state of complete physical, mental, and social wellbeing and not merely the absence of disease or infirmity"

WHEREAS. Many architects are unaware of substantial research establishing connections between architecture and wellbeing, and do not rely on this research in daily practice.

WHEREAS. The AIA has directly studied the effects of architecture and health, and for decades had a Knowledge Community focused on architecture and health.

WHEREAS. The 2023 Strategic Council studied the intersection of architecture and wellbeing, inviting several well-credentialed subject matter experts.

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WHEREAS. These subject matter experts identified several value domains and unanimously urged the AIA to make designing for health and wellbeing, as well as urging reliance upon research as an ethical issue that underpins the Institute.

"The Resolution grew out of Strategic Council interviews with renowned scientists, physicians, and university professors each working to advance healthier environments. This can enhance AIA's leadership within the growing societal focus on health to enable opportunities for expanded research, professional services & market impact."

Rex Cabaniss, AIA, AICP

WHEREAS. The 2024 Strategic Council continues to study this domain as an overlay to all study areas to optimize health and wellbeing effects related to climate, design, equity, and value of architecture.

WHEREAS. The current 2020 AIA Code of Ethics and Professional Conduct prescribes General obligations, and additional obligations to the Public, the Client, the Profession, Colleagues, and the Environment.

WHEREAS. The current 2020 Code of Ethics and Professional Conduct contains no reference to human health or wellbeing as a primary goal of practice, except as conjoined with safety and welfare, or subordinate to and as a component of environmental equity and justice.

WHEREAS. The AIA Framework for Design Excellence makes no reference to rigorous research as a basis for good design, except for applications of lessons from previous projects – a practice unheard of in medicine, law, or other learned professions.

WHEREAS. The AIA continuing education requirements emphasize health, safety, and welfare (HSW), but many programs only focus on passive and active safety alone rather than the generative or long-term effects of health and wellbeing related to design.

WHEREAS. The AIA's role is to identify broad opportunities of professional benefit, and advocating for architects as leaders in health and wellbeing increases public value of the architecture profession.

LET IT BE RESOLVED. The Board and National Ethics Council will add components to AIA's Code of Ethics and Professional Conduct requiring a focus on wellbeing, promoting related discussions with owners, and utilizing health and wellbeing-related research pertinent to proposed design interventions.

LET IT BE RESOLVED. The Board will modify the Framework for Design Excellence to include Research for Health and Wellbeing as a component.

LET IT BE RESOLVED. The AIA will promote architects' roles supporting health professionals within professional limits.

LET IT BE RESOLVED. The AIA will promote the incorporation of design and research for health and wellbeing in all architecture degree programs with various educational organizations, such as the Association of Collegiate Schools of Architecture (ASCA), and the National Architectural Accrediting Board (NAAB).

Additional coverage of this Resolution can be found in the 'HERD: Health Environments Research & Design Journal' in an article titled 'An Important Resolution for Design and Health' by D. Kirk Hamilton, PhD, MSOD
https://journals.sagepub.com/doi/10.1177/19375867241276453

Appendix

AIA Strategic Plan
2021-2025

Forward

Strategic Plan 2021–2025

The American Institute of Architects
1735 New York Avenue NW
Washington, DC 20006

T (800) 202 3837
F (202) 626 7547

aia.org

The American Institute of Architects, the profession, and the world we live in are at a crossroads. What we do now will define the future.

Over the course of 18 months, the Strategic Planning Committee interviewed and surveyed hundreds of people, members and non-members alike. What we heard is remarkable and consistent: Now is the time for real change and revolutionary thinking. For turning conversations and ideas into bold action in how we prepare for and shape the future of AIA and architecture.

This means an AIA and a profession that emphasize:

Climate action. To deliver real action to help mitigate climate change.

Justice and equity. To ensure equity in the profession, in our communities, and for all who inhabit the built environment we design.

The role of the architect. To help society recognize the value of their work in addressing the world's most pressing challenges.

Research and technology. To recognize that our unique knowledge defines who we are and what we do, and that innovation allows us to create a better world.

Architectural Education. To better prepare architects for the future and to include a true cross-section of society.

They also reminded us that we cannot do this alone, that we need to:

Create a bigger tent. Collaborate with those who realize the power of design to solve problems.

Focus selectively on issues that really matter. Mobilize our resources, educate, and prepare architects while refocusing activities that are not part of our core values.

Prepare a new generation. Ensure today's emerging professionals are equipped with the tools and knowledge to lead the industry forward.

This Strategic Plan includes groundbreaking ideas; however, ideas alone are not enough. True change will come only through strategic action.

Brian J. Frickie, AIA
Chair, Strategic Planning Committee 2019–2020

The future we envision

It is 2030, and we have met the seemingly insurmountable climate crisis with courageous, creative, and decisive action. People everywhere are united under a common pledge to create an equitable, resilient, regenerative, and carbon-free future.

At the heart of this movement, AIA has energized a global community of professionals to leverage their knowledge and activism to enact positive change through design.

AIA is widely recognized for its commitment to excellence in the education and leadership development of design professionals. Architects have become leaders in our communities, bringing innovative yet practical solutions to the challenges we face. We foster diversity and inclusion in the profession.

AIA has become a catalyst for change, for bold action that develops and delivers solutions to society's most pressing needs. Architects are positioned at the center of policy discussions surrounding the built environment.

AIA has convened broad coalitions to collaborate on solutions. We have generated, curated, and disseminated knowledge that magnifies the transformative impact of design. We have mobilized our members to meet challenges with decisive action.

AIA and allied organizational partners generate unity and accelerate progress in the design and construction industry.

AIA is at the center of the world's most urgent conversations and is acknowledged as the driving force inspiring and empowering architects to improve society and change the world.

AIA Strategic Plan 2021–2025

Introduction
The American Institute of Architects will deliver profound change through this strategic plan: for our members, our profession, our communities, and our planet.

Key principles and guiding assumptions that informed the development of this plan include:

Urgency. The global climate crisis requires immediate, bold action to bring about meaningful change. Underpinned by AIA's recent Big Move Toward Environmental Stewardship, the strategic plan amplifies this call to action for our members to redouble our efforts to develop solutions that will address the existential challenge of our time.

Alignment. The principal activities of AIA should be coordinated, focused, and deliberate. We will use our capabilities, scale, and structure to bring new levels of efficiency and impact to our work.

Collaboration. The role of the architect is changing dramatically. To realize our full potential as professionals and as an Institute, it is essential that architects collaborate: within firms, in professional relationships, and in communities. AIA will provide leadership to engage a broad network of professionals and community leaders to develop solutions.

Mission
AIA inspires and empowers architects to improve society and transform the world.

Vision
Drive positive change through the power of design and focused activism.

Core values

Impactful. What we do matters and is relevant to our clients and to society.

Transformative. We work for profound, lasting, positive change in the profession and in society.

Visionary. We imagine a better future, and act courageously and confidently to achieve it.

Equitable and inclusive. We believe architecture is for everyone, and we model deep collaboration and inclusion in all we do.

Innovative. We lead with creativity and insight.

Goals

- Climate action for human and ecological health
- Advance racial, ethnic, and gender equity

Strategies

Mobilize for impact: Focus and align programs, services, structures, and resources to develop innovative solutions to the world's most pressing challenges.

Educate and prepare: Equip members for success by transforming architecture education, expanding access to the profession, cultivating a learning culture, and developing leadership.

Advance knowledge: Knowledge is our currency. Generate, curate, and disseminate knowledge required for success.

Broaden the tent: Collaborate with design, construction, and community stakeholders. Organize and activate grassroots advocates.

Imperatives

Emphasize climate action: Build impact by focusing on climate action and positioning architects as community leaders to drive widescale adoption of practical design solutions that will rapidly address and mitigate the impacts of climate change.

Emphasize justice: Work to eradicate racial and gender inequity within the built environment and profession, and dismantle barriers within the AIA to better reflect the society we serve.

Catalyze equity: Foster equity and a sense of belonging within the profession, and advance the health, safety, and welfare of our communities through design and advocacy for lasting solutions in our built environments.

Optimize the role of the architect: Optimize architects' presence and impact by equipping and preparing them to serve as conveners, collaborators, civic leaders, and change agents in developing and delivering solutions to society's most pressing needs.

Revolutionize research and technology: Leverage emerging technologies and social science to accelerate architecture's progression to a knowledge-driven discipline and evidence-based, transformative solutions. Harness an intra/entrepreneurial start-up mentality to foster rapid innovation.

Revolutionize architectural education: Make architectural education more responsive to emerging trends, more inclusive of underserved audiences, and more oriented toward the future role of the architect.

AIA Strategic Plan 2021-2025

MISSION

Inspire and empower architects to improve society and transform the world.

VISION

Drive positive change through the power of design and focused activism.

CORE VALUES

Impactful, transformative, visionary, equitable, inclusive, innovative

GOALS

- Climate action for human and ecological health
- Advance racial, ethnic, and gender equity

Strategies

MOBILIZE FOR IMPACT

Focus and align programs, services, structures, and resources to develop innovative solutions to the world's most pressing challenges.

EDUCATE AND PREPARE

Equip members for success: Transform architecture education, expand access to the profession, cultivate a learning culture, and develop leadership.

ADVANCE KNOWLEDGE

Knowledge is our currency. Generate, curate, and disseminate knowledge required for success.

BROADEN THE TENT

Collaborate with design, construction, and community stakeholders. Organize and activate grassroots advocates.

Imperatives

EMPHASIZE

Climate action: Build impact by focusing on climate action and positioning architects as community leaders to drive widescale adoption of practical design solutions that will rapidly address and mitigate the impacts of climate change.

Justice: Work to eradicate racial and gender inequity within the built environment and profession, and dismantle barriers within the AIA, to better reflect the society we serve.

OPTIMIZE

Role of the architect: Optimize architects' presence and impact by equipping and preparing them to serve as conveners, collaborators, civic leaders, and change agents in developing and delivering solutions to society's most pressing needs.

CATALYZE

Equity: Foster equity, diversity, and a sense of belonging within the profession, and advance the health, safety and welfare of our commmunities through design and advocacy for lasting solutions in our built environments.

REVOLUTIONIZE

Research and technology: Leverage emerging technologies and social science to accelerate architecture's progression to a knowledge-driven discipline and evidence-based, transformative solutions. Harness an intra/entrepreneurial start-up mentality to foster rapid innovation.

Architectural education: Make architectural education more responsive to emerging trends, more inclusive of underserved audiences, and more oriented toward the future role of the architect.

Acknowledgements

AIA Strategic Planning Committee members

Scott Busby, AIA (AIA Strategic Council)
Jeffrey Butts, Assoc. AIA (AIA National Associates Committee)
Brian Frickie, AIA (Chair)
Brenden Frederick, AIA, LEED AP (AIA Strategic Council)
Jane Frederick, FAIA (2020 AIA President)
Daniel Hart, FAIA (AIA Board of Directors)
Timothy Hawk, FAIA (AIA Board of Directors)
Julie Hiromoto, AIA (AIA Committee on the Environment)
Hugh Hochberg, Assoc. AIA (Industry-at-Large)
Nathaniel Hudson, AIA (AIA Strategic Council)
Jana Itzen, AIA (Vice Chair, AIA Strategic Council)
Danielle McDonough, AIA, LEED AP (AIA Strategic Council)
Jessica O'Donnell, AIA (AIA Young Architects Forum)
Lisa Richmond (CACE)
Pascale Sablan, AIA, NOMA, LEED AP (Equity, Diversity and Inclusion)
Gail Thomas, Hon. AIA (Public)

AIA staff & constultants

Kelseagh Burdis, McKinley Advisors
Kelly O'Keefe, Brand Federation
Terri Stewart, Hon. AIA, CAE, Senior Vice President, Knowledge & Practice
Matt Williams, Brand Federation
Kimberly Yoho, CAE, Director, Practice & Professional Resources
Jay Younger, FASAE, McKinley Advisors

The American Institute of Architects
1735 New York Ave., NW
Washington, DC 20006
aia.org

Commonly Used Acronyms

The following is a list of commonly used AIA acronyms and abbreviations. There are, of course, many more in the universe, specific to different practice and project types etc.; these are the ones you'll hear most frequently in the context of your AIA volunteer service.

Architectural Alliance:

AIA	American Institute of Architects
ACSA	Association of Collegiate Schools of Architecture
AIAS	American Institute of Architecture Students
NAAB	National Architectural Accrediting Board
NCARB	National Council of Architectural Registration Boards
NOMA	National Organization of Minority Architects
NOMAS	National Organization of Minority Architects Students

Knowledge Communities:

KC AG	Knowledge Community Advisory Group(s)
KLA	Knowledge Leadership Assembly
AAH	Academy of Architecture for Health Knowledge Community
AAJ	Academy of Architecture for Justice Knowledge Community
CAE	Committee on Architecture for Education
CAFM	Committee of Corporate Architects and Facility Management
CBSP	Center for Building Science and Performance
CCA	Construction Contract Administration Knowledge Community
COD	Committee on Design
COTE	Committee on the Environment
CRAN	Custom Residential Architects Network
DFA	Design for Aging
HCR	Housing & Custom Residential Knowledge Community
HRC	Historical Resources Committee
IA	Interior Architecture Committee Knowledge Community
PA	Public Architects Committee Knowledge Community
PMKC	Practice Management Knowledge Community
REC	Retail and Entertainment Knowledge Community
RUDC	Regional and Urban Design Committee Knowledge Community
SPP	Small Project Practitioners Knowledge Community
TAP	Technology in Architectural Practice Knowledge Community

Board Level Committees:

BoKnoCo	Knowledge Committee
CCADE	Committee on Climate Action and Design Excellence
CDC	Candidate Development Committee
EqFA	Equity and the Future of Architecture Committee
FAC	Finance and Audit Committee
GAC	Government Advocacy Committee
PAC	Public Awareness Committee
SAC	Secretary's Advisory Committee

AIA Programs:

ABI	Architecture Billing Index
ACD	AIA Contract Documents
ArchiPAC	AIA's Political Action Committee
CxD	Communities by Design
CACE	Council of Architectural Component Executives
CES	Continuing Education System
CEU	Continuing Education Unit
COF	College of Fellows
DAT	Design Assistance/Assessment Team
IRT	Institute Resource Training
KNet	Knowledge Net
LFRT	Large Firm Round Table
NAC	National Associates Committee
	STAR State/Terriroty Assocaite Representative
NEC	National Ethics Council
RUDAT	Regional Urban Design Assistance Team(s)
SDAT	Sustainable Design Assessment Team(s)
SFRT	Small Firm Round Table
YAF	Young Architects Forum
	YAR Young Architects (Forum) Director

International Architectural Associations:

ACE	Architects Council of Europe
ARCASIA	Architects Regional Council of Asia
ASC	Architectural Society of China
CACR	Costa Rica Institute of Architects
FCARM	Federacion de Colegios de Arquitectos de la Republica Mexicana
FPAA	Panamerican Federation of Architects Associations
JIA	Japan Institute of Architects
KIA	Korean Institute of Architects
RAIA	Royal Australian Institute of Architects
RAIC	Royal Architectural Institute of Canada
RIBA	Royal Institute of British Architects
UIA	International Union of Architects (Union Internationale des Architectes)

Related Organizations:

ABC	Associated Builders and Contractors
ACE	Architecture, Construction, Engineering Mentor Program
ACHA	American College of Healthcare Architects
	FACHA: Fellow, American College of Healthcare Architects
ACEC	American Council of Engineering Companies
AGC	Associated General Contractors of America
AIAQC	American Indoor Air Quality Council
ACSE	Association of Consulting Structural Engineers
AIBD	American Institute of Building Designers
AICAE	American Indian Council of Architects and Engineers
AISC	American Institute of Steel Construction
APA	American Planning Association
ASA	American Subcontractors Association
ASAE	American Society of Association Executives
ASCE	American Society of Civil Engineers
ASHE	American Society of Hospital Engineers
ASHRE	American Society of Heating, Refrigerating and Air-Conditioning Engineers
ASID	American Society of Interior Design
ASLA	American Society of Landscape Architects
ASME	American Society of Mechanical Engineers
BEC	Building Enclosure Council
BOMA	Building Owners and Managers Association
CMAA	Construction Managers Association of America
COAA	Construction Owners Association of America
CORA	Congress of Residential Architects
CURT	Construction Users Round Table
DBIA	Design-Build Institute of America
GBI	Green Building Institute
GBCI	Green Building Certification Institute
HABS	Historic American Buildings Survey
HAER	Historic American Engineering Record
HBCU	Historically Black Universities and Colleges
ICC	International Code Council
IFMA	International Facilities Management Association
IIDA	International Interior Design Association
NACo	National Association of Counties
NAHB	National Association of Home Builders
NASFA	National Association of State Facilities Administrators
NAVFAC	Naval Facilities Engineering Command
NCIDQ	National Council of Interior Design Qualification
NIBS	National Institute of Building Sciences
NRDC	Natural Resources Defense Council
NTHP	National Trust for Historic Preservation
ULI	Urban Land Institute
USGBC	United States Green Building Council

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Washington, DC 20006

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