1. Positioning the Profession for the Future
   a. At all levels, how can the AIA support members to network and pursue opportunities in a recovering market?

   Response: Advocacy is one of the premier aspects of what the AIA does well; locally as well as nationally. Staying focused on this effort will not only enhance the members’ network connections, but connect our members to upcoming opportunities. Being in front on legislative action will always remain critical for our members. Not only will we have a hand in developing markets, but we’ll know when legislation is headed in a harmful direction. In addition, continuing to develop our interaction with social media will be important. Creating visible conversation with allied agencies through real time talk is not only keeping up with the times, but expanding on an already diverse community of connections. Having the public able to see us leading the conversations related to design puts and keeps us in the public spot light; where our clients are. Making connections more solid with our collateral organizations will create business opportunities as well. Creating teamed efforts with engineers, manufacturers, builders and owners allows us to be in the lead and builds a different platform from which to deliver projects. Creating a new model of project delivery is our option. Relying on some of our Knowledge Communities and their membership expertise is a great start in that direction. Let’s collect and disseminate that information.

2. Repositioning the AIA for the Future
   a. If you could make only one change to the AIA as part of the Repositioning Initiative, what would it be? (Give details and explanation of why)

   Response: My one change….establish the AIA Game Clock. Under the “Innovate” heading related to Repositioning, the term “Passive reactivity” has been noted. It states “Members and staff feel that AIA is often slow to take a stand on important issues that define and impact the architectural profession”. I share this opinion. Take a look at www.RainsForVP.com. Once an Institute issue or concern is brought to light, we, as managing members, should be able to establish a time line for consideration, then action. We are, after all, able to delineate a
construction schedule for very complex projects that we design, therefore, why shouldn't we be able to set implementation schedules for ourselves. Left unscheduled, the best of intentions never reach fruition. Our organization can not and should not operate this way. Issues need to be deliberated thoughtfully and in great detail, but not endlessly. We must take action, make some mistakes (possibly some big ones), learn from those, correct ourselves based on that learning, and then go at it again.

3. **Member Resources**

   a. How is the AIA positioned to support “seasoned” members?

   Response: In the 156 years since our founding, the seasoned member has been our primary focus. Membership in our organization should result in personal relationships. At the local component level we do that well. Members experience a one-on-one connection there. Members are known not just by their practice, but as a person; a father, a mother, a brother or sister, married, or not, etc. Component support is where we are at our best! Our challenge is to bring that to the national level. In a “help-line” fashion, we should be able to accommodate the member who doesn’t e-mail; those who have a hard time navigating the web. Member service is why we exist. We must continue to support those who have long supported the Institute. Finding innovative ways to do so is critical. Perhaps establishing a more direct path of communication and connection between the College of Fellows and member service would be a start to establishing what the experienced member needs are. Expanding that effort to find which components are the best at “seasoned member focus” will lead us to solutions that are made for success; and can quickly be implemented.

4. **Organizational Structure**

   a. In view of the findings of the Repositioning Study, what recommendations would you make about the AIA’s current service and delivery model to the membership?

   Response: First, we must focus. We must act with clarity. We must do what we can do with excellence and impact, and stop trying to be all things to all members. With the overwhelming united support for “change” from CACE, as well as current member leadership, the Institute stands at the threshold of great opportunity. Change for the sake of change is misguided; but we have so many opportunities to serve our members
better. Now is the time for Doing! Reinforcing member service to be first delivered at the local level, and then supplemented at the national is critical. Moving resources, financial or personnel, to the component level is a good start. As the Ambassadors of the Repositioning begin to collect and share thoughts and ideas, it is time for us to implement them. Looking at and modeling the successful components is easy. Just do it! Adjusting the national programs and shifting them to the local or state level, where appropriate, and where they are better delivered may be the answer. Then focusing our remaining resources at the national level, doing what we do well even better, will continue to place AIA in the leadership role our membership expects.

5. Emerging professionals

   a. What can AIA do to affect a cultural shift among experienced professionals and encourage all involved in the delivery of architectural services to stay connected with the organization?

   Response: We must stop sweating over the small stuff…and just go accomplish BIG. Let’s put the Emerging Professionals in more responsible roles within the Institute. Let’s lead by example! Let’s tap into the energy of new, of youth, of excitement. It is contagious. By acting with discipline in moving the Institute forward, in a timely fashion…timely by the emerging professionals’ standards, not the seasoned professionals’…we will help to make the AIA exciting, relevant and worthy. That will appeal to all our members. It will keep them engaged. Creating this atmosphere of mentorship is a two way street. Yes, having the experienced professional show the way to young members is a life changing professional opportunity for them. But, having the young member show the experienced how social media can enhance the firms’ exposure, for example, is just as life changing. The nurturing of this exchange is happening all around the Institute; we only need to find those that are doing it well and shine the spotlight there. Making examples of component success stories will foster the spread of excitement and engagement. We also must find ways to make the registration process friendlier. Connecting mentorship to leadership and membership must go hand in hand. Working on the emerging professionals behalf, with licensing authorities, to make this happen is a work in progress. Perhaps now is the time for more aggressive action.