1. REPOSITIONING THE AIA FOR THE FUTURE
The success of the Repositioning requires our collective energy to shift our perspective about what the AIA can do to serve members, advance the profession, and provide a tremendous opportunity for change. If the AIA could make only one change as part of the Repositioning Initiative, what would that be? Please be specific in the details and explanation of why.

If we could make only one change as part of our Repositioning Initiative, it should be to remake the Institute to be more responsive to the relevant issues facing our members and the profession by prioritizing and focusing on the things that really matter specifically project delivery, practice & prosperity and leadership development.

The reasons to dedicate ourselves to the repositioning principles are critical if we are to remain relevant to our members. These core initiatives need to be at the forefront of our decision making process as we respond to the future challenges that face our profession. We must strive to maintain and strengthen relevancy to the needs of our members as we seek out and explore new solutions that define a preferred future.

2. ADVOCATING FOR ENERGY, WATER AND RESOURCE EFFICIENT DESIGN
The marketplace is demanding sustainable design principles be incorporated into projects. While adoption of the International Green Construction Code is changing how architects are including sustainable products and efficient systems, incorporating sustainability as a core design principle into the culture of architectural practice has been more challenging and many practitioners are relying on external consultants to help them achieve green requirements. How can the AIA leverage existing programs and activities to help the firms mainstream the principles of green design, and advance ownership of sustainability by the profession from a client and community perspective?

The current AIA program that is most relevant to this issue is The Committee on the Environment (COTE) which works to advance, disseminate, and advocate—to the academy, the profession/building industry and just as importantly, the public.

Although its mission is clear and concise, the dissemination of the committee’s vast database of initiatives to our components and members remains the challenge. If we are to effectively leverage this and other related programs, we must develop a world-class delivery system to our constituents that effectively engages them which will, by its very nature advance the ownership of sustainability in every participant.
If we are to promote environmentally and economically efficient buildings on a global scale, we must commit to the task of disseminating the essential information regarding building performance best practices. One of the best tools we can deploy to achieve this goal is to work with the private sector to integrate the core initiatives of COTE within every Building Information Technology system in use by our members today.

3. RESOURCING FIRMS FOR PRACTICE AND PROSPERITY
Firms that have survived the recession are now looking ahead toward a very different future; one where they will potentially have to change their business practices and refocus their energies to be successful in a new economy. This will require a cultural “shift” of the AIA to resource firms and actively increase the prosperity of the profession. How can the AIA become an active participant in cultivating and advancing innovation in design and project delivery?

The Practice and Prosperity Initiative, within the context of Repositioning, represents the long over-due initiative of resourcing our firms and our members to meet the challenges of the post-recession economy in an ever-evolving marketplace. The first steps of this initiative are already underway, surveying and identifying the programs and activities provided by the AIA that contribute to a culture of improving firm services. Once this effort is complete, we will need to review, validate and prioritize which existing services should remain on the table, then determine what we are missing in order to maximize a positive impact on our member’s practices.

Once completed, we will need to focus our efforts (at all three levels of the Institute) on the following:

1. Educating our members to meet the environmental and economic challenges we face in the delivery of services;
2. Providing our members with as many of the necessary tools and resources to prosper in an evolving profession and growing unpredictable marketplace and;
3. Launching an aggressive and effective outreach campaign that engages the public (and our client) towards a greater understanding and appreciation of architects, architecture, and the contributions of design to society and the human experience.

We must continue to focus our limited resources on delivering those services to our members that really matter to their practices in order to remain relevant and viable and fulfill our commitment to their prosperity.

4. IMPROVING THE AIA ORGANIZATIONAL STRUCTURE
The existing AIA organizational structure is inefficient and has greatly affected the viability of local AIA components. As a fundamental tenet of the Repositioning Initiative, as a leader, how would you suggest the AIA renew its efforts to empower, resource, and enable components to strengthen member service and delivery?
I firmly believe that local Chapters are the most important components because they have the greatest impact on our membership. *They are quite simply the "Touchstones" of member satisfaction.* They, along with our dedicated CACE representatives, provide the essential services to our members on a daily basis and they deserve all the support that National can provide. *The paradigm shift represented by the “Inverted Pyramid” I introduced to the board in 2012 has altered our mindset toward our hierarchy and we must never forget that every level of our Institute serves our members who are on the TOP!*

This simple yet poignant construct must serve as a basis for every structural decision making process we employ as we continue to evolve as an Institute that preaches relevancy as our core tenant.

*We should not rest until we make good on the promise to local components and our CACE representatives to provide a culture of innovation and support to them in order to strengthen the value of AIA membership at every level.*

5. **EMPOWERING THE NEXT GENERATION TO MEET THE CHALLENGES OF THE FUTURE**

As the future of the profession, the challenges facing emerging professionals need to be addressed. There are increasing distractions and alternatives that are adversely impacting the pathway to licensure and the downstream consequences to meeting public demand and project delivery. *What can the AIA do to affect a cultural shift among Emerging Professionals and encourage all involved in the delivery of architectural services to stay connected with the organization?*

I share in the notion that you join the community of Architects the day you begin architecture school. The world needs architects with all their talents and career paths and it will take a broad and sustained effort to make this a reality. *So what can we do?*

I believe that every AIA component should have dedicated leadership positions for emerging professionals and we should be providing them with the specific mentoring resource conferences and symposiums along with leadership training that is so critical in their development.

We need to meaningfully include young professionals and their perspectives in all of our committees, task-forces and conferences and most importantly, recognize and leverage the changing skills and competencies that young people bring to the table, especially their knowledge and experience with regard to technology, and how it can be used in design and construction.