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 provides 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.

1. As you know, we are making dozens of changes and initiatives as an organization under “Repositioning.” But if I had to choose just one, it would be a much stronger alignment within our external messaging – that we are green and so much more, that our incorporation in a project benefits human life, that we look at the future through innovative eyes, that our profession attracts the brightest, creative minds for a prosperous future, that we demonstrate collaboration throughout our practice and through the lifecycle of design and completion of the built environment. If we strengthen our positive external communications in the right ways, we enhance the atmosphere in which our firms conduct business, we address the needs, concerns and interests of our different publics, ensuring that they demand our involvement, and we ensure that new areas that develop within our profession increases prosperity for our clients and ourselves. This also serves to stem the losses we have had among our Emerging Professionals division, because a prosperous profession will attract emerging professionals – and retain the talent that that we need to succeed and thrive.

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?**
2. The biggest issue is, we need to be not just “this-generation Green,” but “next-generation Green.” Going beyond the materials involved in constructing buildings, their sourcing, and the buildings’ eventual makeups, there are areas like benefits and threats to human health that we have just begun to discuss with the built environment. What can we do practically that will reduce toxins in our methods? Can we go beyond a more passive preserving and maintenance posture toward a more progressive and active stance, that would involve more aspects about building, maintaining and living with our structures? What we do also connects to each context for a very long time – so it is reasonable and wise to ask the question, “Do we connect in the best ways possible?” And if not, how do we change that? At the national level, we can provide innovation grants and research opportunities to explore these and other areas in our profession. I don’t have all the answers, but the AIA can provide the environment for continued exchanges of ideas. We have very bright and innovative members that need to connect with others. As we participate in an increasingly global marketplace with our architect and builder partners overseas, we will also learn more about the challenges of “Green” everywhere we go. “Green” here doesn’t mean the same thing it does in other parts of the world, because of climate factors or sheer availability of materials. We can benefit directly from learning more about “how things work” in other parts of the world. For example, natural ventilation schemes have worked well in tropical climates for centuries. As we move down the road into the future, we can expect AIA to be leading the way on next-generation Green, but we can also expect to learn where we can from our global partners – and where we can share our leadership in this area, and our knowledge with others.

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?

3. So many times, we have played defense instead of offense. There’s the ongoing misperception that it’s always the other-sized firms that are benefiting more from AIA involvement. Small firms would tell you they believe it’s larger firms; larger firms would say it’s
smaller firms who benefits most from AIA involvement. Yet over the years of my involvement with the AIA, as a member and as an elected representative (e.g., Treasurer) I have seen that we all have opportunities to be more entrepreneurial in our activities. We can go much further in developing practice classes that take all aspects of the business -- such as marketing, business law, finance, and accounting -- and tailor them to the unique needs and characteristics of our profession. We can go much further that what we offer at our convention and better prepare our members and their firms to understand where the value is produced, when it is delivered, and how to be more prosperous.

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?

4. As a member of the Member Service Resource Task Force, I know that there are ways to shift resources and dollars to components to improve member services, provide incentives for innovations and widen their benefits. Components feel, perhaps rightly, that they touch members more often and more directly than AIA National. I think the Board will be asked to make a series of decisions in this area very soon, and the prospect is of moving more incentives, logistics, resources and money to the state and local levels wherever possible. I am excited about the opportunities that I see and how the components may benefit and in turn, the members benefit. Resources include money, but they also include logistics and content for learning units and chapter programs. I understand that for many members, the local component is where AIA touches them the most. By enhancing that connection, we improve member service and delivery at its core.

Additionally, the work I’ve been privileged to do outside the U.S., on behalf of the AIA – as President of the Pan-American Federation of Architects Associations, etc. – has shown me firsthand how much our international partners and counterparts have to offer that will benefit our membership and our organization going forward. For example, other architectural associations, both in the United Kingdom and in Latin America, have different approaches to dealing with
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their membership, or interacting with their allied professions such as engineers. We can both learn from the success of their different approaches from ours, as well as contribute what we have learned to their process, helping each other in areas of mutual concern. It’s a global world, and we have an increasingly global practice of architecture. That is the wave of the future; and we need to rise to meet it.

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 to among Emerging Professionals and encourage all involved in the delivery of architectural services to stay connected with the organization?**

5. Let’s face it: If our next generation sees that we are moving forward, that we are communicating better to the public and our clients, and that we are prosperous, we will better be able to retain our Emerging Professionals. I am looking forward to serving on the NAAB jury pool to be directly involved in the accreditation our Schools of Architecture. Spending time with our architectural students during the Accreditation visits puts me in contact with the current goals and concerns of our emerging professionals. I believe that AIA leadership needs to continue this type of connection.

As mentioned above, I think we can do better in educating our students about the business aspects of our profession. And I think we can strengthen our connections between the profession and our schools of architecture. This is something I have seen firsthand in our Universities and internationally in university programs in other parts of the world.

I see a positive future. Aligning our interests, rewarding innovation, and better communicating our value, we will advance our cause, and be part of the solutions that society needs very much.

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