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How can the AIA increase penetration of AIA membership, including currently underserved constituencies, those on the path to licensure, those in non-traditional practice, and those not subsidized by their firms?

When there is value to membership, underserved constituencies will join. The key is to listen to those constituencies and empower them to be an owner of the AIA. An excellent recent example of expanding our tent to include an underserved group is the Custom Residential Architect Network (CRAN). Many of the founders of CRAN were participating in a competing organization of the AIA. They were offered a home in the AIA Knowledge Community (KC) and now are one of the fastest growing KCs.

Communication is essential. We currently have a number of groups and initiatives that focus on emerging professionals these include; The National Associates Committee (NAC), The Young Architect’s Forum (YAF), The American Institute of Architecture Students, The Emerging Professional’s Companion, and the AIA Center for Emerging Professionals. If members and potential members are not aware of the available resources, they will not see the value.

Providing value to recent graduates includes mentoring, IDP resources, and ARE study groups. The Member Service Agreement is addressing how to make these resources available to all members regardless of location or component size.

2. Increasing Public Awareness of the Profession

How would you define and measure the value of this campaign?

True success will be when the first thought of anyone who has a built environment problem is I need an AIA Architect. Our current three year campaign will probably not get us there, but it is a starting point. We should see this campaign as the first of a never ending cycle of three year campaigns.

The public awareness campaign was designed with metrics to determine success of the campaign. Transparency with our members on the goals of the current campaign and the metrics is the first step in defining the value. Transparency creates trust and if members can see the metrics are met, even if the member did not agree with the goal, it is then a success.

Future campaigns should begin with input from a diverse cross section of members representing all firm sizes and project types to ensure a successful campaign.

3. Ensuring Equity in the Profession

What is your sense as to why there isn’t greater equity within the profession and how would you ensure this call for equity moves to the forefront within the Institute’s agenda?

The AIA has been working to be more inclusive since the early 1970’s but we are not there, yet. The missing 32% of women who graduate from architecture school and are never licensed is wasted talent. When we lose 32% we are losing the diversity of our architectural community. Our challenge is to provide positive, productive strategies for
changing the culture of our firms to foster equitable workplaces and support all professionals with equal pay for equal work, flexibility, and support in getting licensed. We need to simplify the process, reduce dropouts, and build community.

Unfortunately, this is not just an issue in the United States, women in Australian architecture published recent research of inequity in their on-line publication *Parlour*. Justine Clark wrote on their findings. *There are many factors that build one on top of each other to make things very difficult for many women in architecture. These include: long hours, poor workplace cultures, poor part-time and flexible work options, incorrect and sexist perceptions about women and minorities in the profession, and very narrow views of what an architect is and does.* These issues are repeated in research published in the online journal Places and discussions at the Beverly Willis Foundation Industry Leaders Roundtables.

Women and minority architects have historically been invisible, resulting in a lack of role models which makes professional life more difficult. The AIA could impact women and minorities visibility on several fronts:

- Adopt a policy that at least 30% of the speakers at any AIA lecture series or conference are women and/or minorities.
- Adopt a policy that at least 30% of AIA committee members are women and/or minorities.
- Encourage NAAB to include women and minorities in architectural programs’ history series.
- Host a Wikipedia-thon to include women and minority architects in Wikipedia.

The AIA’s Diversity Council, Women in Architecture group, and the National Organization of Minority Architects (NOMA) work together on great programs such as the Global Inclusion event “Celebrate You, Celebrate Us” and the AIA’s Women’s Leadership Summit. We can expand our sphere of influence by working with the Beverly Willis Foundation (BWF) to help implement the BWF goals to democratize the building industry which are:

- *Commitment by firms to continually measure the advancement of women (and minorities) in their own firms*
- *Create a more open, inclusive culture*
- *Work together to strategize methods for increasing and then maintaining the numbers of women (and minorities)*
- *Aim at recruiting, retaining, and developing the talent best positioned to solve clients’ challenges in the built environment*

For healthy practices that work in our ever shrinking world, firms must be diverse not only because our client base is diverse, but the diversity of views, life experiences and cultural understanding makes the best projects. We need to be a more inclusive profession, one that helps everyone, regardless of race or gender, to have the right work-life balance and realize their full potential.

4. **Empowering the Next Generation to Meet the Challenges of the Future**

What one thing 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?
The one thing the AIA can do to affect a cultural shift is to get rid of the perception that national leadership is an exclusive club. Our recent reduction in the size of the board will help. Changing how we inaugurate our president can make a big impact. Currently we have a private, invitation-only, ceremony at a fancy venue. Imagine the difference when we inaugurate our president at the convention, where all of our members can witness the event and hear the inspiring speech delivered by our new president.

Clearer communications and transparency of actions at the national level are two other key components to changing the perception. The digital transformation effort will simplify our communication routes and we need to work on being more transparent.

5. Advancing the Value of Design
How can AIA best proceed with building a solid business case for the “value of design”?

The best case for the “value of design” is evidence. We need to fund the research, collect the evidence, and then share the knowledge with our members and the public.

Evidence based research and the effect on health and wealth is available for all types of projects from resilient design, sustainable design, hospital design, K-12 schools, community design, office design, residential design, aging in place, to courthouses and jails, the list is practically endless. Our knowledge communities are generating significant research on evidence based design and we need to support their research.

We need to continue to increase the peer reviewed research that is published on the Building Research Information Knowledgebase (BRIK) our information portal in partnership with the National Institute of Building Science.

Finally we need to continue to build partnerships with other organizations such as the Association of Collegiate Schools of Architecture (ACSA) and share knowledge. Together AIA and ASCA are providing a conference that focuses on how applied research can directly advance the practice of architecture.