

FINAL DRAFT

**AIA New York Chapter
at the Center for Architecture**

LONG RANGE PLAN 2004

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LONG RANGE PLANNING TASK FORCE

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AIA New York Chapter LONG RANGE PLAN 2004

I. EXECUTIVE SUMMARY

A. BACKGROUND & PURPOSE

The New York Chapter of the American Institute of Architects¹ developed its last Long Range Plan in 2000, when the Chapter was planning and designing its new premises, the Center for Architecture at 536 LaGuardia Place. The Center opened to much acclaim in October 2003, and its noteworthy events have launched our Chapter and the profession into a more prominent leadership role.

In January 2004, the Board of Directors of the Chapter appointed a Long Range Planning Task Force to examine and update the goals of the Chapter, in coordination with its sister organization, the New York Foundation for Architecture.² This Long Range Plan 2004 focuses on the period from 2004 to 2007, the Sesquicentennial of the American Institute of Architects, founded in New York City in 1857.

The purpose of the Long Range Plan 2004 is to:

- a) Establish a clear strategy for the Chapter to ensure that the programs, activities and governance serve its members and the public well,
- b) Identify and develop the resources for, and the mission of the Center for Architecture, and
- c) Clarify the relationships between the Chapter, Foundation, and the Center for Architecture.

B. PROCESS

The Task Force reviewed the Long Range Plan Update from 2000, Chapter By-laws, the goals and programs, governance, and staff organization of the Chapter and the Foundation. It assessed the relevance of those goals and their consistency with the AIA New York State and AIA National Long Range Goals. It conducted focus groups of individuals and organizations outside the Chapter to obtain their perceptions and recommendations for the future of the Chapter and Foundation at the Center for Architecture. Finally, the Task Force prepared a draft that was reviewed by Chapter Committee Chairs and Foundation Board and reviewed and accepted by the Chapter Board. The Chapter Board presented the recommended draft Long Range Plan to the Chapter membership for its review at its Annual Meeting in June 2004.

C. RECOMMENDATION SUMMARY

The following summarizes the findings and recommendations of the Long Range Planning Task Force based on the AIA New York Chapter Goals and Governance.

Public Outreach

- Establish the AIA New York Chapter at the Center for Architecture as the most highly respected forum for discussion of the built environment in the United States.
- Encourage partnerships with allied professions and organizations.
- Increase membership from over 3,700 to 5,000.

Center for Architecture

- Establish the Center for Architecture as the nexus for information and ideas about design, architecture, planning, and related issues in New York.
- Plan for future expansion at the Center for Architecture.

¹ Established in 1857, the AIA New York Chapter, the founding and largest Chapter nationwide, is a 501(c)6 membership organization having approximately 3,700 members--architects, associates, affiliates and students.

² The mission of the New York Foundation for Architecture, Inc. is to promote broader appreciation of the influence of architecture in shaping our city. The Foundation's activities focus on public education, research and scholarship.

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Design Excellence

- Provide and publicize high quality and effective professional and public programs that promote design excellence, the skill and diversity of local talent, as well as the need for systematic change in such areas as sustainability, diversity, and accessibility.
- Encourage design excellence and professional development opportunities for AIA members.

Professional Development

- Provide increased support for committees and core Chapter activities.
- Offer more programs for young architects.
- Establish a Sesquicentennial Committee to organize the 2007 AIANY Convention and other events.

Development and Finance

- Complete the \$6M capital campaign for the Center for Architecture and develop a long term fund raising strategy for the Chapter.
- Update a business plan for the Chapter at the Center for Architecture.

Governance

- Strengthen governance and operations.
- Strengthen the relationship between the Chapter and the Foundation.
- Clarify Chapter organization to the membership and the public.
- Clarify Chapter Board responsibilities.
- Provide continuity of leadership.
- Revise Chapter By-laws.
- Re-organize and re-evaluate Chapter staffing.

D. AIA NEW YORK STATE & AIA NATIONAL LONG RANGE GOALS

The AIA New York Chapter cooperates with AIA New York State and establishes goals consistent with the objects of AIA National. Their goals follow:

AIA New York State Goals, (currently in review):

- Increase relevance of the profession to the public
- Improve conditions for professional practice
- Promote highest standards of professional competence and practice
- Enhance economic opportunities and positive business climate in New York State
- Further strengthen the organization

AIA National AIM (Aligning the Institute for the Millennium) Strategic Long Range Plan Objects:

- Architecture Education
- Knowledge Delivery– development & dissemination
- External Dialogue
- Partnerships with other groups
- Advocacy
- Inclusiveness & stakeholder relations
- Governance

II. GOALS & IMPLEMENTATION - AIA New York Chapter

A. GOAL: PUBLIC OUTREACH

Enhance and strengthen the leadership role of the Chapter on public policy issues concerning architecture and urban planning.

- Develop public events, planning initiatives and design proposals that convene stakeholders and link architects with proactive approaches to resolving public policy issues, such as sustainability, accessibility, homelessness, the environment, neighborhood development and other relevant social concerns.
- Form a task force to evaluate the need for a political action committee.
- Update and publicize legislative agenda to Elected Officials and members.
- Strengthen liaison with related organizations and collaborate in joint actions on policy issues.

Advocate the interests of the architectural profession on issues of the built environment, legislation, regulation, education, etc.

- Develop and implement a strategy to heighten the profile of architectural and planning issues through television, radio, newspapers, electronic media and professional journals. Designate spokespersons for the Chapter, as necessary.
- Strengthen lobbying efforts on local, state and national levels, such as by establishing a local lobby day or legislators night at the Center.
- Continue to represent interests of the profession before government agencies on issues affecting professional practice and to testify at public hearings on architectural and planning issues. Maintain regular contact with city officials.
- Establish task forces to study special issues and provide advocacy as necessary.
- Encourage members to seek public appointments, participate in Community Boards and civic groups.

Communicate the value of the AIA, the profession and its services.

- Increase exposure of the Chapter and the Center for Architecture in the press by engaging public relations professionals to formulate a comprehensive strategy for marketing and public relations.
- Encourage public membership in the Center for Architecture and increased public participation in the Chapter and Center events through increased outreach to local and community development corporations, the real estate community, schools and civic and neighborhood organizations.
- Maintain and strengthen a consistent graphics program for Chapter print and electronic communications. Develop a graphics handbook.
- Raise awareness about architects and the architectural process by participating in or hosting community design workshops.

Increase membership from over 3,700 to 5,000

- Bolster the Membership Task Force in its efforts to develop an energetic approach to membership recruitment for both the Chapter and the Center, including non-architects and non-architect members.
- Encourage broader membership participation, especially affiliate, corporate, and public, in the Chapter and Center.
- Attract younger architects, students and newly-registered architects to membership in the Chapter.
- Offer programs that increase diversity of the profession and the number of minority architects.

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Encourage partnerships with allied professions and organizations

- Increase outreach to other design-oriented organizations, including but not limited to the Architectural League, Institute for Urban Design, Municipal Art Society, National Organization of Minority Architects, Storefront for Art and Architecture, Van Alen Institute, and others.
- Organize events with allied professionals--engineers, landscape architects, planners, construction industry and real estate professionals, and those in the arts and cultural communities.
- Explore sharing space at the Center for Architecture with other local organizations, including but not limited to the New York chapters of the American Planning Association and the American Society of Landscape Architects.

Improve communications within the Chapter and between the Chapter, Foundation, and the design and academic communities

- Serve as a central clearinghouse for architecture, design and construction events, and programs in New York City to members and the public by developing and maintaining a database and an electronic calendar.
- Expand distribution and readership of AIA publications, including e-Oculus and print OCULUS.
- Develop Center for Architecture website, and extranet that include the Chapter, Foundation and Center information and activities.
- Provide better orientation at the Center for Architecture for members and the public, including way-finding and ongoing events, such as an "Events Today" bulletin board.
- Increase transparency in the organization by posting on the web the Chapter Organizational Charts, minutes of the Board, Committees and Chapter events.
- Improve communications between the Chapter Board and Committee Chairs, by such means as an annual open Board meeting, quarterly Planning Days, monthly meetings with three Vice Presidents.
- Improve communications between Committee Chairs and staff, by such means of assigning a staff member to help coordinate Committee activities and attend committee meetings, as necessary.
- Develop and maintain a central calendar of events and programs at the Center to allow for better coordination, planning and preparation by the Board, Committees and staff.

B. GOAL: PROFESSIONAL DEVELOPMENT

Promote the development, status, and worth of the profession.

- Strengthen and improve links to the other AIA Chapters in New York City, AIA NY State, regional components, and AIA National to share ideas about professional development methods and to disseminate information on legislative and regulatory changes that affect practice.

Develop the professional skills and effectiveness of architects.

- Produce programs with the Professional Practice Committee and other committees to disseminate ideas on practice, such as the recently started "Practice Tips" or seminar for start-up firms.
- Enhance and maintain an effective, well-organized continuing education program with the Chapter as the primary resource for architect members to maintain skills necessary for professional licensure and AIA membership.

Seek more collaborative efforts with other planning and design-oriented organizations and architecture schools

- Create student week and career day programs.
- Improve connection to architecture schools and the academic community.
- Sponsor exhibits that include work of students and profession on the web site, at Center for Architecture or at the various architecture schools.

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Offer more programs for young architects

- Bolster programs for professional development of young architects throughout Chapter activities.
- Increase awareness and support of the IDP Program.
- Create mentoring program for young architects.
- Organize a periodic drop-in session to offer advice or portfolio review.
- Establish regular links and programs with New York regional schools of architecture to enhance the professional preparation of students and intern architects.

Rationalize and increase scholarships

- Coordinate scholarship activities with the New York Foundation for Architecture.
- Use scholarships to encourage greater diversity in the profession.
- Develop additional resources and create special events for the Scholarship Fund, such as an annual golf outing.

Develop a research and development center for the design and construction industry

- Work with design, construction, and related industries to create an R&D center that will investigate technological innovation, new materials, construction methodology, equipment and contracting approaches, such as systems building and computer templates for fabrication.
- Promote use of green or sustainable products.

Promote camaraderie among Chapter members, other industry professionals, clients and the public at the Center for Architecture

- Increase networking opportunities, such as monthly drop-in events.
- Organize parties and other social events, such as the Spring Party or receptions.
- Create a café/bar at the Center.

Provide more support for and increase effectiveness of committees

The Committees are the lifeblood of the activities of the Chapter and vital to the success of continuing education. They need maximum support from the Board and the staff to ensure their effectiveness.

- Clarify goals of different committees.
- Connect Committee chairs to discuss programs, events and sponsorship.
- Invigorate less active Committees.
- Clarify Committee operations at the Center for Architecture.
- Provide support in planning programs and exhibits at the Center, including curatorial, fund raising, and other assistance.

Establish a Sesquicentennial Committee to organize the 2007 AIANYS Convention and other events.

- Appoint a leadership group of AIA New York Chapter members to develop a plan and program with AIA New York State.

C. GOAL: DESIGN EXCELLENCE

Further design excellence and the quality of the built environment.

- Sponsor annual design awards program for projects designed by New York architects. (Design Awards Committee)
- Mount exhibits and host symposia on a rotating basis represented by different AIA Program Committees, and a biannual exhibit of Chapter Members.
- Create programs with national appeal, such as Learning from Lower Manhattan. (A national conference hosted by the Chapter in collaboration with five national 'Knowledge Communities')

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- Organize exhibitions of design awards with other design and planning organizations in New York.
- Organize a variety of exhibitions at the Center for Architecture, including but not limited to open calls, non-juried exhibitions and exhibits of member work.

Improve the quality of life in New York City and the metropolitan area through architecture, planning and urban design.

- Sponsor annual award for the "Public Project of the Year" to be awarded to both public client agency, architect and engineer. Award to be selected by Honors Committee from nominations from the Design Awards Committee and Public Architecture Committee.
- Sponsor design competitions and charrettes highlighting a relevant urban issue, possibly in partnership with non-profit groups, academic institutions, public agencies or community groups, and possibly with New York Foundation for Architecture.
- Actively support interaction among the building trades professionals to increase awareness of the effects of technology and life long learning.
- Organize a bi- or tri-annual exhibition to celebrate architects' work representing various sectors, such as the "Going Public" exhibit.

Provide a forum for current theoretical concerns in architecture, planning and urban design for members, colleagues and the public

- Organize symposia on a current topic to be selected by Vice President for Design Excellence with committee chairs.
- Co-sponsor annual competitions and/or exhibitions with local schools of architecture. (Vice President for Design Excellence with ENYA, Director and Public Director for Educational Affairs, and possibly New York Foundation for Architecture)
- Organize events for the general public.
- Organize exhibits and programs that correspond and reinforce each other.
- Create content rich programs with intellectual rigor.

Provide a place where members and their families can come to share and learn about architecture, design and the built environment together

- Organize and offer children's events, possibly with New York Foundation.
- Create events for members and their families.

D. GOAL: CENTER FOR ARCHITECTURE

The Center for Architecture is a place for the AIA New York Chapter, New York Foundation for Architecture, and for all interested in the built environment to gather, share, learn, honor and advocate to improve the quality of New York's urban fabric through architecture, design, and planning. First and foremost, the Center for Architecture serves as the home, program space and offices of both the AIA New York Chapter and New York Foundation for Architecture.

Establish the Center for Architecture as a nexus for information and ideas about design, architecture, planning, and related issues in New York.

- Provide a forum for the public to learn about and engage with professionals working in New York and the metropolitan area.
- Organize symposia, tours, and exhibitions that inform the public about built and unbuilt projects.
- Promote public feedback on featured exhibitions, programs and projects, through a "guest book", information kiosk, or town hall meetings.
- Host community board and neighborhood organization meetings.

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Establish the Center for Architecture as "neutral ground" to debate and explore controversial projects and proposals in New York.

- Use programs, events and exhibitions to explore the roles of architecture and urbanism with an emphasis on New York City.
- Foster hosting design discussions, workshops and charrettes.

Develop programs and exhibitions that appeal to a diverse constituency including Chapter membership.

- Showcase winning projects of allied professions awards programs.
- Feature project teams and collaborations.
- Create a forum for younger professionals from the design, construction, manufacturing and real estate professions to connect and interact with each other and established leaders.
- Diversify events appealing to educational and recreational interests.
- Institute a weekly or monthly Friday or weekend night program.

Provide visitor and member amenities

- Provide public resources and information about current New York architecture, planning and design-related events, projects and proposals.
- Expand and establish the library and electronic database referral services, as well-utilized citywide resources.
- Create a bookstore and café/bar that promote informal, casual interactions.

Make event scheduling more accessible to membership and public

- Clarify event sponsorship and rates for use of the Center for Architecture.
- Standardize fees for admission to events for the general public and members – creating free events as well as expanding revenue sources. Review fees for admission to events periodically.
- Encourage allied professions and organizations to hold events at the Center for Architecture.

Plan for future expansion at the Center for Architecture.

- Evaluate the need for additional office and program space and potential inclusion of other organizations at 534/536 LaGuardia Place to better fulfill our mission.

E. GOAL: DEVELOPMENT & FINANCE

Development

Create a diversified year-round fundraising strategy for the Chapter and the Center that capitalizes on the expanded constituency of the Capital Campaign and increases non-dues revenue sources

- Complete fundraising for the \$6M Capital Campaign for the Center for Architecture.
- Establish goals for future extraordinary fundraising activities. Goals should include programmatic intentions (additional capital projects, endowment for operating expenses, scholarships, etc.) and fiscal targets.
- Develop enhanced solicitation strategies and expand fundraising initiatives and activities throughout the year.
- Cultivate a donor base that includes individuals and firms from all sectors in the design, construction, manufacturing and real estate industries.
- Pursue grant and foundation support for programs and operations.
- Establish and implement a planned giving and bequests program.

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- Coordinate and strengthen sponsorship outreach efforts through a special purpose development committee created jointly with the New York Foundation for Architecture, including pursuing sponsorship for all events.

Finance

Continue to provide strong oversight and sound financial management of the Chapter at the Center.

- Provide financial planning and oversight to ensure adequate resources are available to support personnel, facility operation and program expenses. While the Chapter continues to plan for and achieve a balanced budget each year, several tasks warrant discussion in this Long Range Plan and continuing vigilance during the Chapter's early years in the Center for Architecture. These tasks include the effort required by the Chapter leadership (especially the Board, Treasurer and/or Finance Committee) to:
 - Develop and refine financial planning for the Chapter and the Center, to include an accelerated pay down over the next three years to retire the construction debt.
 - Update a business plan for operations at the Center, including an equitable sharing with the New York Foundation for Architecture of operating expenses and operating income.
 - Review and adjust the Chapter's operating income and expenses to reduce dependence on the Heritage Ball and other extraordinary revenue sources.
 - Prepare and implement a strategy for assisting the Foundation's financial self-sufficiency.
 - Reduce Chapter operating subsidies to the Foundation in the next three years as the Foundation stabilizes and increases its fund raising capacity and resources that support the Foundation's programs and operations as a 501(c)3.

III. CHAPTER ORGANIZATION & GOVERNANCE

Organization of the Chapter is designed to implement an adaptable business strategy that functions effectively as needs change.

- **Governance and Board responsibilities**

Board members have specific responsibilities and titles linking them to the Chapter goals and the committees to ensure maximum advancement of the goals and effectiveness of the committees. Board members are accountable for participation.

- **Continuity of leadership**

Develop continuity through the staggering of terms of Board members.

- **Chapter By-law revisions**

- Terms of Office of Officers and Directors have been adjusted to:
 - Provide stability and continuity on the Board
 - Create consistent terms for Vice Presidents and Directors
 - Provide staggered rotation of the Board
- Two new Center for Architecture membership categories have been created as Chapter Affiliates:
 - Public Members: Individuals not otherwise eligible for membership in the Chapter or as Allied members, and
 - Corporate Members: Companies shall be able to become members of the Chapter based on requirements of the Board.
- Nominating Committee
 - Will be composed of four members chosen by the Chapter membership and immediate Past President
- Oculus Committee/Advisory Board
 - Director for Information shall serve as chair of the Committee

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- Appointed Committees
 - No official policy position can be taken by a Chair without approval of the Board of Directors or members of the Board delegated by the Board.

A. BOARD RESPONSIBILITIES

The AIA New York Chapter Board of Directors manages the business of the Chapter and governs the Center for Architecture. The following describes the titles and responsibilities of the 15 Chapter Board members. The Chapter By-laws more fully describe the roles of the Board Officers (*) and Directors. Board members are knowledgeable in their areas of responsibility, sought by other members and linked to committees for their expertise.

The ability of the Board members to work and communicate effectively with the staff is key to the success of the Chapter and the Center. The Board and committees shall advise staff of all plans. All communications shall be channeled through the Chapter office. (See Organization Charts for AIA New York Chapter, New York Foundation for Architecture and Center for Architecture, Appendices A & B.)

- **PRESIDENT*** - *responsible for overall performance and strategic positioning of Chapter and ultimate spokesperson on policy matters. Serves as Chair of the Honors Committee and serves on Center for Architecture Advisory Council, Chapter Finance Committee, Oculus Committee, serves ex-officio on the Scholarship Committee and the Foundation Board, and is the Chapter's representative on the New York Building Congress Board; works with Directors for Information and Development.*
- **FIRST VICE PRESIDENT/ PRESIDENT ELECT*** - *responsible for liaison and performance of Chapter operations and staff, strategic planning, and for providing support to the President; oversees the Center for Architecture operations and strategic planning, works with Director for Development.*
- **VICE PRESIDENT FOR PUBLIC OUTREACH *(Advocacy/Public Policy)**- *responsible for identifying and managing priorities and strategies for public advocacy and public policy initiatives for consideration and endorsement by the Board. oversees and coordinates Building Codes, Environment, Historic Buildings, Planning & Urban Design, Transportation & Infrastructure, Housing, Public Architecture, and Dialogue Committees, works with Public Director for Industry Affairs and Director for Legislative Affairs; represents these Committees to the Board.*
- **VICE PRESIDENT FOR PROFESSIONAL DEVELOPMENT* (Knowledge)**- *responsible for strategic positioning of programming on professional practice issues. oversees and coordinates International, Information Technology, Minority Resources, Professional Practice, Women in Architecture, ENYA, Marketing & Public Relations, and Roundtable Committees, works with Associate Director and Director for Industry Affairs; represents these Committees to the Board.*
- **VICE PRESIDENT FOR DESIGN EXCELLENCE* (Building Typologies)**- *responsible for strategic positioning of programming for building type design, awards programs; oversees and coordinates Banking and Finance, Architecture for Educational, Justice, Cultural Facilities, Design Awards, Health Facilities, Interiors Committees, works with Director for Educational Affairs; represents these Committees to the Board.*
- **SECRETARY*** - *responsible for role as described in the By-laws plus membership development; serves as Chair of Membership Task Force; works with Public Director for Educational Affairs.*
- **TREASURER*** - *responsible for role as described in the By-laws plus ex-officio member of Finance Committee and special financial task forces as required.*
- **DIRECTOR FOR INFORMATION (formerly COMMUNICATIONS)** - *responsible for OCULUS, website, publications and graphic design program; serves as Chair of OCULUS Committee/Advisory Board.*
- **DIRECTOR FOR LEGISLATIVE AFFAIRS** - *responsible for coordinating New York State and National AIA legislative initiatives, as well as local legislative efforts.*

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- DIRECTOR FOR EDUCATIONAL AFFAIRS - *responsible for developing and maintaining active relationships with New York area architecture schools.*
- DIRECTOR FOR DEVELOPMENT - *responsible for fundraising strategy and implementation; Chair of Capital Campaign Committee and special financial task forces as required. Liaison to New York Foundation for Architecture.*
- DIRECTOR FOR INDUSTRY AFFAIRS - *responsible for developing and maintaining active relationships with organizations of allied professionals and other non-profit organizations concerned with the built environment. Liaison to AIA National Large Firm Roundtable, New York Building Congress, Architectural Leadership Council.*
- PUBLIC DIRECTOR FOR EDUCATIONAL AFFAIRS – *responsible for developing and maintaining active relationships, and student membership development strategy and implementation with New York area and regional architecture schools.*
- PUBLIC DIRECTOR/CO-DIRECTOR – *A person who is not practicing architecture, primarily responsible for broadening Chapter efforts to the larger community and the public; serves on the Center for Architecture Coordinating Committee. Co-directorship to be designated by the Nominating Committee, as appropriate to the Public Director's area of expertise.*
- ASSOCIATE DIRECTOR - *responsible for associate membership development strategy and implementation; Liaison to Emerging New York Architects Committee.*

B. CHAPTER STAFF RESPONSIBILITIES

Organization to Support Implementation of Chapter Goals

The Executive Director and Chapter staff are essential in implementing the goals of the Chapter as established by the Board. They are responsible for the internal management of Chapter affairs--communications, legislative and public outreach activities, programs, special event and meeting management, education, and other Chapter programs. They must also ensure the proper administration and functioning of the Center for Architecture. The Chapter staff organization has been re-organized to support the goals, implementation and governance of the Chapter and the Center for Architecture. Chapter staff positions are described below. (See Organization Chart for AIA Chapter Staff, Appendix C.)

- EXECUTIVE DIRECTOR – *responsible for role as described in the By-laws, plus implementing the goals of the Chapter, supervising and managing Chapter staff, serving as key liaison between Board and staff, administering the Center for Architecture, serving on OCULUS Committee/Advisory Board; serves as spokesperson for the Chapter, in coordination with the Chapter President.*
- SPECIAL ASSISTANT TO THE EXECUTIVE DIRECTOR – *responsible for assisting the Executive Director, preparing correspondence and public testimony, representing the Executive Director at meetings, events and other activities, as necessary.*
- DEPUTY DIRECTOR FOR FINANCE & OPERATIONS – *responsible for developing and managing budget, finances and operations of the Chapter and the Center; supporting the Chapter Board, Executive Committee, and elected committees, including the Finance, Honors, Fellows and Nominating Committees; and supervising administrative and operations staff, and related consultants, i.e., OCULUS staff.*
- DEPUTY DIRECTOR FOR PROGRAMS & DEVELOPMENT – *responsible for developing and managing programs of the Chapter and other groups at the Center for Architecture; managing fundraising, sponsorship and development programs and activities, including the Heritage Ball and Capital Campaign; supporting Chapter Board and Executive Committee, program committees of the Chapter, including Design Awards, Scholarships, Center for Architecture Advisory Council; and supervising program, fundraising staff, and outside consultants.*

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FINANCE & OPERATIONS STAFF

- OFFICE MANAGER – *responsible for providing general information on the AIA to the public and Chapter members, administering sale of contracts and documents, tracking credit card payments; and administering book sales and the planned bookstore.*
- PROGRAM COMMITTEE COORDINATOR – *responsible for tracking Continuing Education Services, credit card payments and assisting in bookkeeping and accounting activities. attends committee meetings and assists committees in development of programs and activities.*
- DIRECTOR FOR MEMBERSHIP SERVICES – *responsible for providing support to membership, creating and maintaining database and directory of members, tracking dues and supporting Chapter Membership Committee; assists Membership Task Force in developing strategies for recruitment and retention of members.*
- FACILITIES STAFF – *responsible for maintaining and operating the Center facilities in good working order, providing room set-up and managing audio-visual systems, and supervising security.*

PROGRAMS & DEVELOPMENT STAFF

- COMMUNICATIONS COORDINATOR – *responsible for preparing and issuing electronic communications, including e-OCULUS, press releases, and event notices for Chapter programs and activities; maintaining the calendar; and working with OCULUS Director. responsible for supporting use of relevant technologies.*
- ASSOCIATE DIRECTOR OF EVENTS – *responsible for promoting and organizing space rental, maintaining the schedule Committee meetings and outside organization activities.*
- DEVELOPMENT ASSOCIATE – *responsible for assisting in fundraising and sponsorship and development activities, including the Capital Campaign, preparing grant proposals, and organizing Heritage Ball.*
- EXHIBITS ADVISOR – *responsible for organizing exhibitions and providing curatorial assistance.*
- PROGRAM ASSISTANT- *responsible for organizing and supervising volunteers, and preparing materials for Chapter and Center for Architecture activities.*

C. MEMBERSHIP

- **Develop and implement a plan to increase the Chapter's membership from over 3,700 to over 5,000 members in the next three years**

Recruit students, younger architects, recently registered architects, public architects, corporate and allied professionals to become members of the AIA New York Chapter and the Center for Architecture.

Connect membership database with Committee Chairs' contact list.

IV. CENTER FOR ARCHITECTURE ORGANIZATION AND GOVERNANCE

The Center for Architecture is a place for the AIA New York Chapter, New York Foundation for Architecture, and for all interested in the built environment to gather, share, learn, honor and advocate to improve the quality of New York's urban fabric through architecture, design, and planning. First and foremost, the Center for Architecture serves as the home, program space and offices of both the AIA New York Chapter and New York Foundation for Architecture.

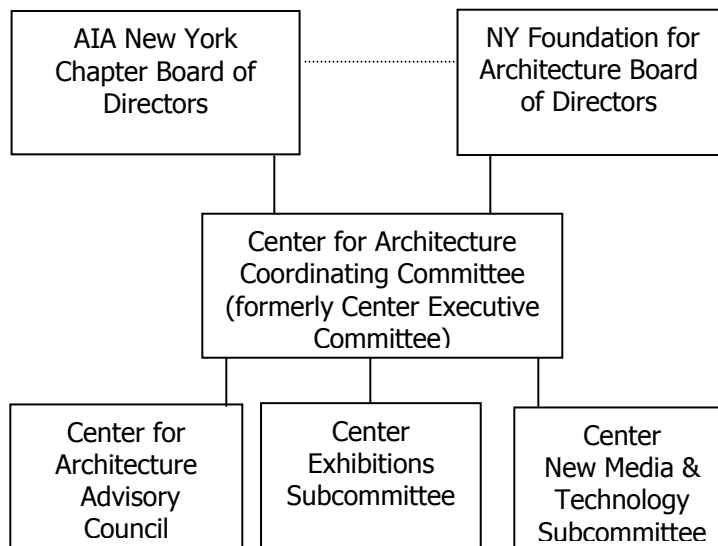
The AIA New York Chapter Board of Directors governs the Center for Architecture. The Chapter Board is fiscally and legally responsible for all activities of the Center for Architecture. The Center's membership is affiliated with the AIA New York Chapter and may include non-architects and the general public. The AIA New York Chapter Executive Director and staff are responsible for management of the Center for Architecture as outlined in IIIB.

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A. CENTER FOR ARCHITECTURE MISSION STATEMENT

- Provide a center of learning for the Chapter membership, public and building industry professionals in order to improve the quality of the built environment
- Explore cutting-edge topics, technological innovations and other issues concerning the built environment
- Foster an exchange and collaboration among individuals shaping the built environment
- Promote an appreciation of New York's unique urban fabric
- Inspire community values and provide fellowship opportunities
- Promote cultural tourism involving New York City's architecture

B. Center for Architecture Organizational Chart



C. CENTER FOR ARCHITECTURE COORDINATING COMMITTEE:

The Center for Architecture Coordinating Committee (formerly called "Center Executive Committee") is an appointed committee that reports to the AIA New York Chapter Board and allows for participation by the New York Foundation for Architecture. The Committee consists of past and present Board members from AIA New York Chapter and the New York Foundation for Architecture, as well as the Center Advisory Council Co-Chairs.

COORDINATING COMMITTEE RESPONSIBILITIES:

The Committee is responsible for advising the AIA New York Chapter Board on the development and implementation of the programming plan for the Center for Architecture for the Board's review and approval. The Committee also is responsible for selecting proposals for and approving programming by non-Chapter organizations at the Center. Programming by Chapter Committees shall be planned directly with the staff in coordination with the programming plan adopted by the Board. Responsibilities of the Committee:

- Develop and recommend programming and exhibition strategic plan

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- Develop and recommend programming and exhibition yearly plan
- Develop and track programming and exhibition budgets, in consultation with the AIA Finance Committee
- Coordinate Center membership - Public and corporate membership categories, in accordance with the Chapter membership categories
- Track finances and prepare reports to AIA New York Chapter Finance Committee
- Monitor programmatic activity and prepare reports for AIA New York Chapter Board
- Meet bi-monthly
- Recommend candidates for rotating members of Advisory Council to Chapter Board
- Recommend establishing Center for Architecture sub-committees, as necessary
- Review and approve activities of Center for Architecture sub-committees

COORDINATING COMMITTEE MEMBERS:

AIA New York Chapter New York Foundation for Architecture

Past President (Chair)	Past President
President	President
President-Elect	President-Elect
Public Director	

Center for Architecture
Advisory Council Co-Chairs (2)

Ex-officio

AIA New York Chapter Executive Director
New York Foundation for Architecture Executive Director

D. CENTER FOR ARCHITECTURE ADVISORY COUNCIL:

The purpose of the Center for Architecture Advisory Council is to ensure that Center for Architecture programs—lectures, exhibits, symposia, and tours—reflect the diverse interests of the public and New York City’s community of building industry professionals.

ADVISORY COUNCIL RESPONSIBILITIES:

- Make insightful recommendations for developing and implementing programs and exhibitions
- Initiate public discourse about issues concerning the built environment
- Establish and nurture alliances with building industry, educational institutions, professional associations and design community
- Attend quarterly meetings
- Serve two year term (12 members of founding Advisory Council will serve three-year term)
- Recommend candidates for rotating seats

CENTER ADVISORY COUNCIL MEMBERS:

The Advisory Council consists of 32 professionals from the architectural, engineering, construction, product design, real estate, cultural, planning, interior design, landscape architecture, publishing, financial and insurance industry, furniture and lighting suppliers, media and technology, graphic design communities, as well as past and present Board members of the AIA New York Chapter and New York Foundation for Architecture and Executive Directors, respectively, as Ex-officio members.

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E. CENTER FOR ARCHITECTURE SUB-COMMITTEES

The Center for Architecture Coordinating Committee may suggest creation of sub-committees relating to development and implementation of the programming plan of the Center for Architecture. The Committee also recommends appointment of members of the Center sub-committees, as necessary, to the AIA New York Chapter Board for approval. The Committee will be responsible for coordinating their efforts with those of existing AIA New York Chapter and New York Foundation for Architecture committees. Center sub-committees will provide reports to the Coordinating Committee, as needed.

1. EXHIBITIONS SUBCOMMITTEE:

The Exhibitions Subcommittee is responsible for ensuring Center for Architecture exhibitions relate to the Center's Exhibition Mission Statement. The Committee consists of design professionals who have technical expertise in curatorial, graphics and design theory.

Exhibition proposals will be accepted directly from Chapter Committees and non-AIA organizations for review by the Exhibitions Subcommittee to determine their qualitative adherence to the mission of the exhibition program. The Exhibitions Committee will make recommendations to the Center for Architecture Coordinating Committee. The AIA New York Chapter Board will have final approval of all exhibitions.

EXHIBITION MISSION STATEMENT:

The Center for Architecture's exhibition program will explore the roles of architecture and urbanism, with an emphasis on New York City. Programs of high educational quality will also examine non-New York topics relevant to the city. Wide-ranging, balanced and provocative shows will offer professionals and the public a greater awareness and understanding of:

- History of New York City architecture and its relevance today
- Criteria for design excellence
- Multi-disciplinary nature of design process – highlighting the interconnectivity of architecture, engineering, landscape architecture, planning, construction, interior design, and product design
- Diversity of sponsorship: public sector, private sector, institutions
- Diversity of professional practices: large firms, small firms, alternative practices, education
- Role of theory and academic practices in architecture and design
- Role of public policy in shaping the built environment
- Impact of architecture on the lives of people

EXHIBIT CONCEPT ORIGINATION

Exhibition concepts will originate from a variety of sources—local, national and international. In addition to the Board of Directors and Committees of both the AIA New York Chapter and New York Foundation for Architecture, the Center for Architecture Advisory Council and its Exhibition Subcommittee will be review and recommend proposals from:

- Design-related organizations
- Museums and Galleries
- Government Agencies
- Individuals
- Corporations

EXHIBITION SCHEDULE

The Center will rotate exhibitions, with each cycle generally accommodating a variety of show sizes. Recurring exhibitions will be scheduled on a periodic basis, such as Chapter Gold Medallists, annual honorees, Chapter Design Awards, Learning by Design, and Chapter members, etc. At least one gallery will be dedicated to exhibition programs for the display of timely and relevant projects.

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EXHIBITION BUDGET

Each exhibition will be funded independently and will not require the use of AIA New York Chapter or New York Foundation for Architecture operating funds, unless previously agreed by the Chapter Board.

2. NEW MEDIA AND TECHNOLOGY SUBCOMMITTEE:

The New Media and Technology Subcommittee develops and reviews proposals bringing cutting-edge topics and technological innovations relating to architecture to the Center for Architecture. In addition to programs, the Committee will also be responsible for recommending implementation and overseeing the Center for Architecture website and the technical features available to visitors to the Center for Architecture.

**AIA New York Chapter
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V. APPENDICES

- A. AIA NEW YORK CHAPTER, NEW YORK FOUNDATION FOR ARCHITECTURE AND CENTER FOR ARCHITECTURE ORGANIZATION CHART
- B. AIA NEW YORK CHAPTER BOARD AND COMMITTEE ORGANIZATION CHART
- C. AIA NEW YORK CHAPTER STAFF ORGANIZATION CHART

