

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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I. EXECUTIVE SUMMARY

A. BACKGROUND & PURPOSE

The New York Chapter of the American Institute of Architects¹ developed its most recent Long Range Plan in 2000, when the Chapter was planning and designing its new premises, the Center for Architecture at 536 LaGuardia Place, New York, New York 10012. The Center opened to much acclaim in October 2003, and has launched architects and the profession into public leadership in New York. In January 2004, the Board of Directors of the Chapter appointed a Long Range Planning Task Force to re-examine and update the goals of the Chapter, in coordination with its sister organization, the New York Foundation for Architecture.² The Board requested the Task Force make recommendations for presentation to the Chapter membership at the Annual Meeting in June 2004.

This Long Range Plan 2004 focuses on the *three year* period from 2004 to 2007, which will be the Sesquicentennial of the American Institute of Architects, founded in New York City in 1857. To celebrate that anniversary, the AIA New York State Convention will be held in New York City.

The purpose of the Long Range Plan 2004 is to:

- a) Establish a clear strategy 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, and
- c) Clarify the relationships between the Chapter, Foundation, and the Center.

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 to assess the relevance of those goals and their consistency with the AIA NY State and AIA National Long Range Goals. It also 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 Chapter Board, Chapter Committee Chairs and Foundation Board reviewed a draft of the Long Range Plan for presentation to the Chapter membership.

C. LONG RANGE PLANNING TASK FORCE RECOMMENDATIONS

The following summarizes the findings and recommendations of the Long Range Planning Task Force:

- **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.** Highlight architects as leaders who create the built environment in response to today's environmental and social forces. Influence decision makers in the public and private sector.
- **Establish the Center for Architecture as the nexus for information on architecture, planning and related issues in New York**
Provide a place for all interested and engaged in the built environment to gather, share, learn, honor, and advocate to improve the quality of New York's urban fabric through architecture, planning and design.
- **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.**
Sponsor design competitions that address current concerns. Provide informative and timely continuing

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 Foundations' activities focus on public education, research and scholarship.

education opportunities. Increase opportunities and programs for involvement of young architects, students and the academic community.

- **Build partnerships with allied professionals and organizations.**
Form strong partnerships with allied organizations that have common goals to enhance Chapter goals and programs. Partnerships should operate at both Board and committee levels.
- **Provide increased support for committees and core Chapter activities.** The Chapter's expanded activities at the Center for Architecture create the need for increased support for our committees and core activities. The committees are the lifeblood of the activities of the Chapter and vital to the success of continuing education and professional development. The Board and staff need to give maximum support to enable and ensure the committee effectiveness.
- **Complete the \$6M capital campaign for the Center for Architecture and develop a long term fund raising strategy for the Chapter**
Increase and stabilize the financial resources of the Chapter, create a long-term strategy for attracting and maintaining a diverse donor constituency, and establish an endowment for future activities. Diversify fundraising activities throughout the year to increase financial stability and make the Chapter and the Center less dependent on the Heritage Ball for operating funds.
- **Strengthen governance and operations**
 - **Strengthen relationship between Chapter and Foundation**
The opportunity for both organizations to work together at the Center for Architecture should be developed to increase levels of funding, enhance program activity and better serve AIA members and the public.
 - **Update a business plan for the Chapter at the Center for Architecture**
Develop and refine financial planning for the Chapter and the Center, to include accelerated pay down over the next three years to retire the construction debt.
Prepare and implement a strategy for assisting the Foundation's financial self-sufficiency.
 - **Clarify Chapter organization to the membership and public**
Increase transparency of the organization through better communication.
 - **Clarify Chapter Board responsibilities**
Board members have specific responsibilities and titles linking them to Chapter goals and the particular committees to ensure maximum advancement of the goals and effectiveness of the committees. Board members are accountable for active participation and may also work in small teams, Councils, to deal with issues within their areas of responsibility.
 - **Provide continuity of leadership**
Develop continuity through clear governance by Board and staff.
 - **Revise Chapter By-laws**
Terms of office of the 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 off the Board
 - **Re-organize and re-evaluate Chapter staffing**
The Chapter staff organization is essential to support and implement the goals and governance of the Chapter and the Center for Architecture. Re-organizing staff responsibilities and increasing the number of staff required to carry out the increased programmatic and operational activity at the Center will be re-evaluated.
- **Plan for future expansion to accommodate growth at the Center for Architecture**
The Task Force has identified the need for additional office space for staff and activity expansion and potential inclusion of other organizations at the Center. We should plan to seek opportunities for future expansion at 534/536 LaGuardia Place to better fulfill our mission.
- **Establish a Sesquicentennial Committee to organize 2007 AIANYS Convention events**
Appoint a leadership group of AIA New York Chapter members to develop a plan and program.

D. AIA NY STATE & AIA NATIONAL LONG RANGE GOALS

- AIA New York State Goals, which were updated in 2002 and are 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, whose key points are:
 - 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 a leadership role on public policy issues concerning architecture and urban planning.

- Focus on current issues and convene stakeholders to discuss and influence public policy and programs.
- Develop public events that link architects with proactive approach to resolving issues, such as homelessness, the environment, neighborhood development and other relevant social concerns.
- Develop planning initiatives and design proposals for the built environment.
- Create a stronger public voice for the Chapter.
- Form a task force to evaluate the need for a political action committee.
- Update and publicize legislative agenda.
- Offer programs that increase diversity of the profession and the number of minority architects.

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

- Develop and implement a strategy to heighten profile of architects 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. 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.
- Strengthen liaison with related organizations and collaborate in joint actions on policy issues.
- Establish task forces to study special issues and provide advocacy as necessary.
- Maintain regular contact with city officials on issues important to architects.
- Encourage members to seek public appointments, participate in Community Boards and civic groups.
- Build awareness of all of the architectural issues associated with education today.
- Organize local lobby day or legislators' night at the Center for Architecture.

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

- Engage 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 Chapter events.
- 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 exposure of the Chapter and the Center for Architecture in the press
- Increase outreach to local and community development corporations, the real estate community and universities so as to encourage greater participation in activities of the Center for Architecture.

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.

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 also between the Chapter, Foundation and the design and academic communities

- Serve as a central clearinghouse for information and education programs on architecture, planning and the built environment.
- Develop and maintain a calendar of events and programs to ensure adequate time for preparation and participation.
- Continue to provide e-Oculus and print OCULUS.
- Expand distribution and readership of AIA publications.
- Develop Center for Architecture website, and extranet that include the Chapter, Foundation and Center information and activities.
- Expand on electronic calendar for members and public to cover additional architecture, design and construction events in New York City
- 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 and other Committee 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 to attend committee meetings, as necessary.

B. GOAL: PROFESSIONAL DEVELOPMENT

Promote the development, status and worth of the profession.

- 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.
- Strengthen and improve regular links to other AIA components to share ideas about professional development methods.
- Continue to strengthen links to the other AIA Chapters in New York City, AIA NY State, regional components, and AIA National.

Develop the professional skills and effectiveness of architects.

- Enhance and maintain an effective, well-organized continuing education program with the Chapter as the primary source for architect members to maintain skills necessary for professional licensure and AIA membership.
- Establish regular links and programs with New York regional schools of architecture to enhance the professional preparation of students and intern architects.

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.

Offer more programs for young architects

- Bolster programs for professional development for 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.

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 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 to be given maximum support by the Board and the staff to enable them to ensure their effectiveness.

- Clarify goals of different committees
- Connect 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, fundraising and other assistance.

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 an annual 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 four national 'Knowledge Communities')
- 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 affects 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 Emerging New York Architects, Director for Educational Affairs, 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 families can come to share and learn about architecture, design and the built environment together

- Organize and offer children's events
- 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.

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 forum for younger professionals across design, construction, manufacturing and real estate professions to connect and interact with established leaders

Use programs, events and exhibitions to explore the roles of architecture and urbanism with an emphasis on New York City.

- Improve event scheduling at the Center for Architecture to be more accessible to membership
- Clarify rates for use of the Center for Architecture
- Standardize fees for admission to events for general public and members – creating free events as well as expanding revenue sources
- Encourage allied professions and organizations to hold events at the Center for Architecture
- Diversify events appealing to educational and recreational interests
- Institute a weekly or monthly Friday or weekend night program

Establish the Center for Architecture as a 'go-to place' for information and ideas about design and architecture. Provide forum for the public to learn about and engage with professionals working on projects and proposals 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.

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

- Bolster the use of space for design discussions, workshops and charrettes.

Serve as a central clearinghouse for information and educational programs on architecture, design, planning and the built environment

- Provide public resources and information about current New York projects.
- Expand and establish the library as a well-utilized citywide resource.
- Develop a database that collects and coordinates information on architecture and design related events around New York.

Provide visitor and member amenities

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

Improve event scheduling to be more accessible to membership and public

- Clarify event sponsorship and rates for use of the Center for Architecture.
- Review fees for admission to events periodically.

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 the fundraising for the \$6M Capital Campaign for the Center for Architecture.
- Pursue sponsorship for all events.
- Expand fundraising initiatives and activities throughout the year.
- Reduce dependence on Heritage Ball as primary source for funding operating expenses.
- 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.
- Establish and implement a planned giving and bequests program.
- Identify and develop enhanced solicitation strategies.
- Establish goals for future extraordinary fundraising activities. Goals should include programmatic intentions (additional capital projects, endowment for operating expenses, scholarships, etc.) and fiscal targets.
- Coordinate and strengthen sponsorship outreach efforts through a special-purpose development committee created jointly w/the New York Foundation for Architecture.

Finance

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

Financial planning and oversight are provided to ensure adequate resources are available to support personnel, facility operation and program expenses incurred by the Chapter in pursuing the goals outlined above. 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 completes its 501(c) 3 review with the IRS, stabilizes and increases its fund raising capacity and resources that support the Foundation's programs and operations.

III. CHAPTER ORGANIZATION & GOVERNANCE

The 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 clear governance by Board and staff.

- **Chapter Bylaw 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
 - Four members chosen by the Chapter membership and immediate Past President
- Oculus Committee/Advisory Board
 - Director for Communications shall serve as chair of the Committee
- 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 following describes the 15 Board members titles and responsibilities. Board Officers (*) and Directors roles are more fully described in the Chapter By-laws. Board members are knowledgeable in their areas of responsibility and sought by other members for their expertise. Board members with their areas of focus and linkages to committees are identified below.

The ability of the Board members to work and communicate effectively with the staff also is the key to 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 Chart for AIA New York Chapter and New York Foundation for Architecture.)

- **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 Communications 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 PUBLICATIONS - *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.*
- 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, convention 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. Additional staff is required for administration, programmatic and operational plans at the Center for Architecture. Chapter staff positions are described below. (See Organization Chart for AIA Chapter Staff)

- 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.

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

- COMMUNITIES 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

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 will govern 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. Chapter Staff Responsibilities.

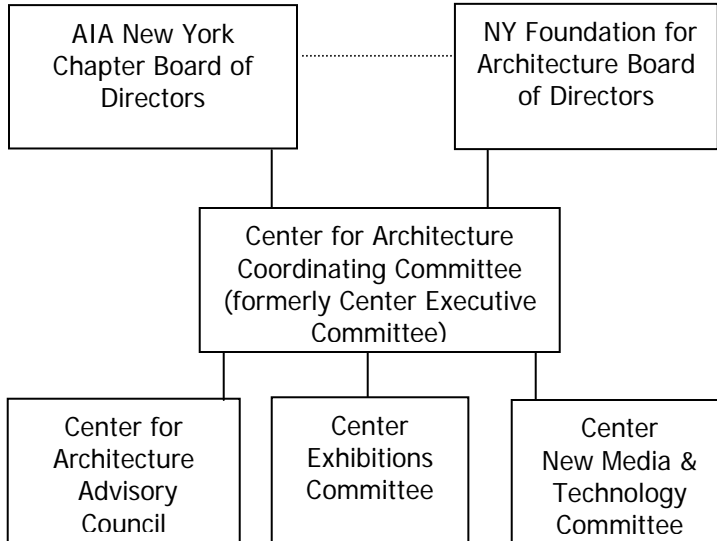
MISSION STATEMENT

Its mission is to:

- 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 of New York City’s architecture

Center for Architecture Organizational Chart



CENTER FOR ARCHITECTURE COORDINATING COMMITTEE:

The Center 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 Center Coordinating Committee is comprised of past and current Board members from AIA New York Chapter and the New York Foundation for Architecture, as well as the Center Advisory Council Co-Chairs.

CENTER 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. 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:

- Develops and implements programming and exhibition strategic plan
- Develops and implements programming and exhibition yearly plan
- Develop and tracks programming and exhibition budgets
- Coordinates Center membership - Public and corporate membership categories, in accordance with Chapter membership categories
- Tracks finances and prepares reports
- Monitors programmatic activity and prepares reports
- Meet bi-monthly
- Recommends candidates for rotating members of Advisory Council
- Recommends establishing Center for Architecture sub-committees, as necessary
- Reviews and approves activities of Center for Architecture sub-committees

CENTER COORDINATING COMMITTEE MEMBERS:

- AIA New York Chapter Past President (Chair)
- AIA New York Chapter President
- AIA New York Chapter President-Elect

AIA New York Chapter LONG RANGE PLAN 2004

- AIA New York Chapter Public Director
 - New York Foundation for Architecture Past President
 - New York Foundation for Architecture President
 - New York Foundation for Architecture President-Elect
 - Advisory Council Co-Chairs (2)
- Ex-officio*
- AIA New York Chapter Executive Director
 - New York Foundation for Architecture Executive Director

CENTER FOR ARCHITECTURE ADVISORY COUNCIL:

The purpose of the 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. The Advisory Council consists of 32 professionals from the architectural, engineering, construction, product design, real estate, cultural, planning, interior design, landscape architecture, publishing, and graphic design communities, as well as other related fields.

CENTER ADVISORY COUNCIL MEMBERS 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:

- | | |
|----------------------------------|---|
| - Architect | - Manufacturer / Supplier – Lighting |
| - Engineer | - Manufacturer / Supplier – Furniture |
| - Allied Professions | - Manufacturer / Supplier – Other |
| - Construction | - Communications & Media Technology |
| - Real Estate | - AIA New York Chapter President |
| - Cultural Institution | - AIA New York Chapter 1 st VP/President-elect |
| - Educational Institution | - AIA New York Chapter Past President |
| - Financial Services & Insurance | - AIA New York Chapter Public Director |
| - Planning & Community | - NY Foundation for Architecture President |
| | - NY Foundation for Architecture Past President |

EX OFFICIO

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

CENTER FOR ARCHITECTURE SUB-COMMITTEES

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

EXHIBITIONS COMMITTEE:

The Exhibitions Committee 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 Committees and non-AIA organizations and will be reviewed by the Exhibitions Committee 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

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 an annual basis, such as Chapter Gold Medallists, annual honorees, Chapter Design Awards, Learning by Design, etc. At least one gallery will be dedicated to exhibition programs for the display of timely, relevant projects.

EXHIBITION BUDGET

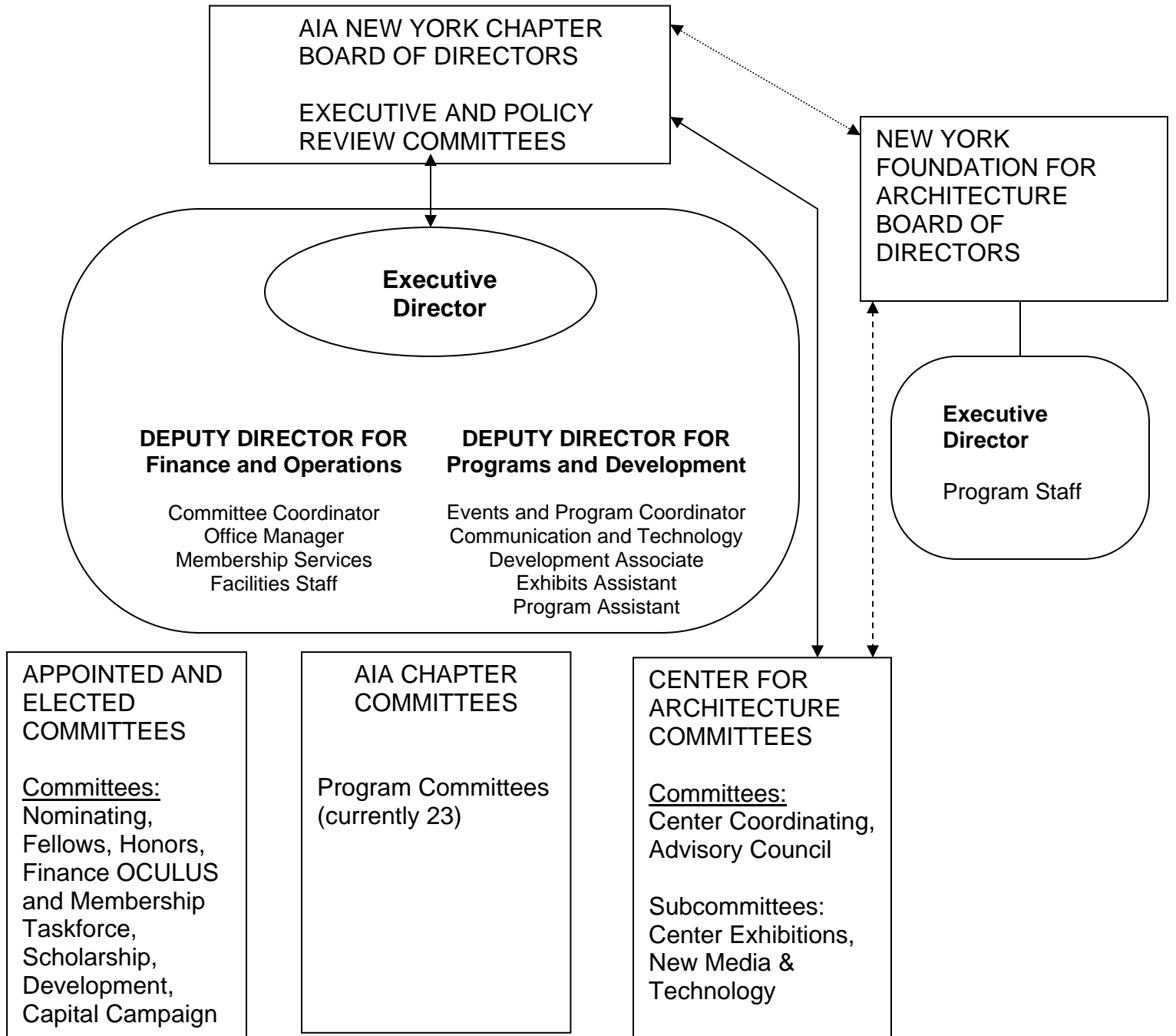
Each exhibition will be independently funded and will not require the use of AIA New York Chapter or New York Foundation for Architecture operating funds, unless previously agreed.

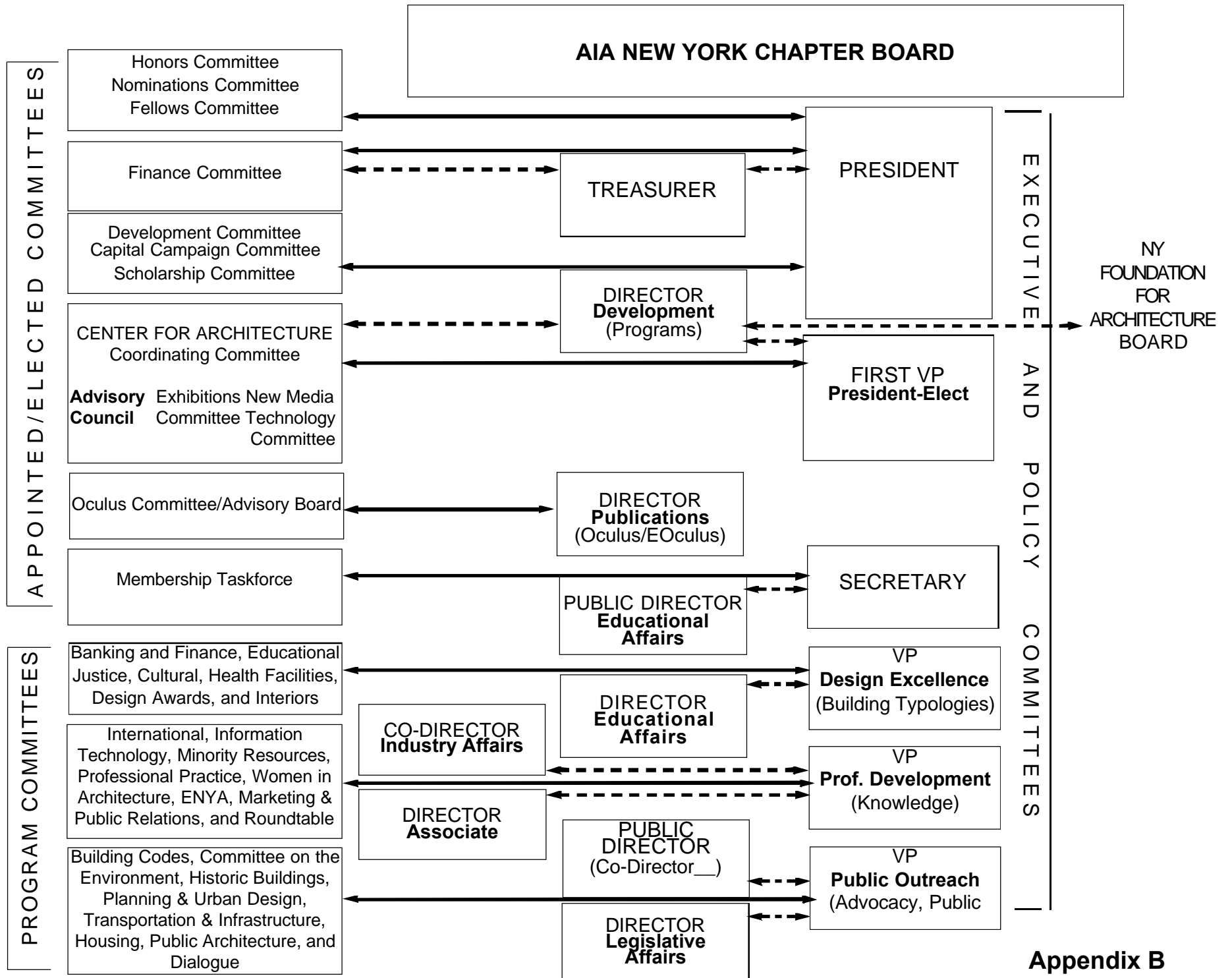
NEW MEDIA AND TECHNOLOGY COMMITTEE:

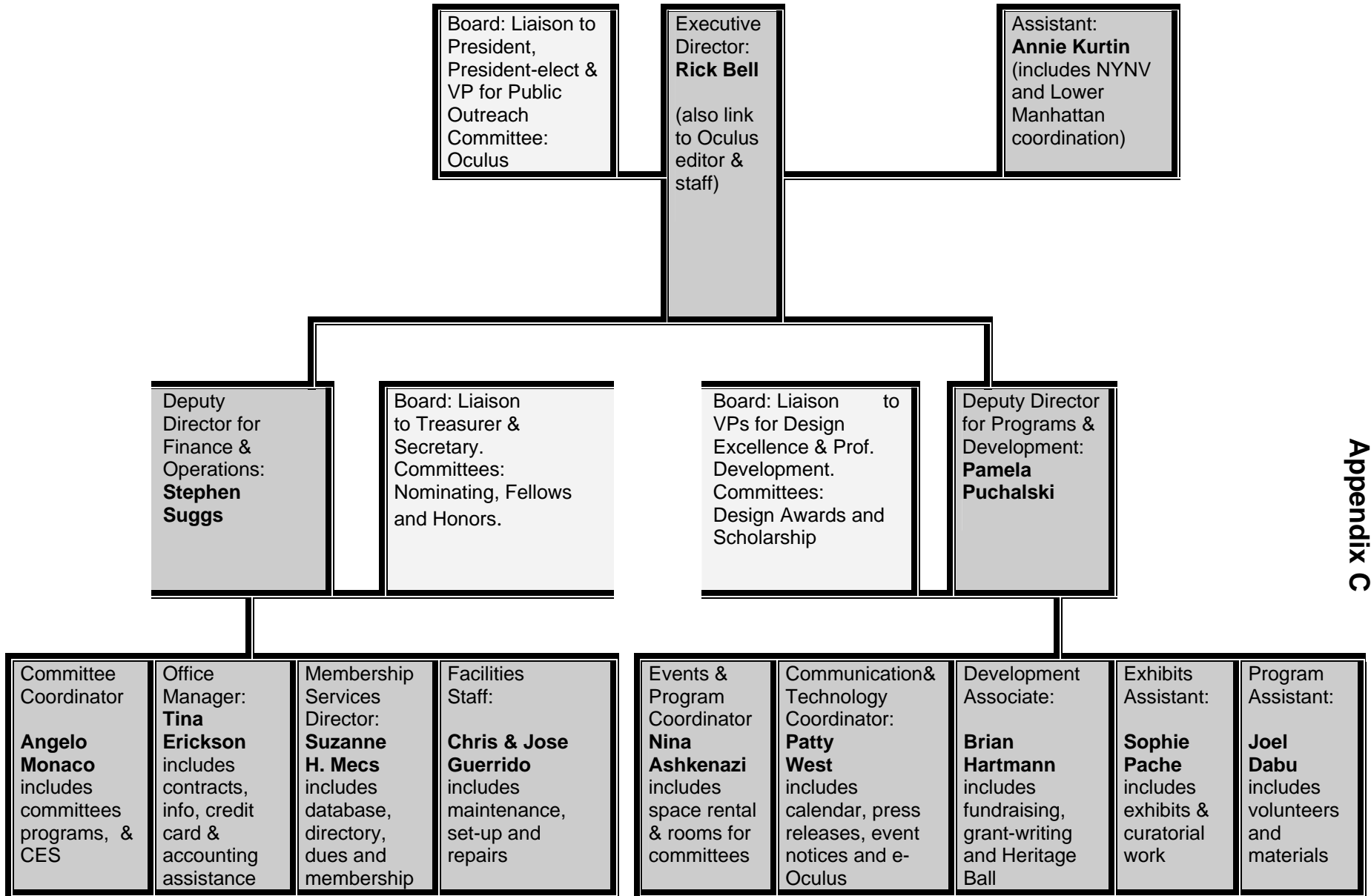
The New Media and Technology Committee is responsible for developing and reviewing proposals bringing cutting-edge topics and technological innovations relating to architecture to the Center for Architecture. In addition to programs, the committee will also be responsible for recommending implementation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

V. APPENDICES

- A. CHAPTER, FOUNDATION AND CENTER ORGANIZATION CHART
- B. CHAPTER BOARD AND COMMITTEE ORGANIZATION CHART
- C. AIA NEW YORK CHAPTER STAFF ORGANIZATION CHART
- D. RESPONSE TO COMMENTS FROM COMMITTEE CHAIRS, CHAPTER & FOUNDATION BOARD MEMBERS, MEMBERSHIP







Appendix D. RESPONSE TO COMMENTS FROM COMMITTEE CHAIRS, CHAPTER & FOUNDATION BOARD MEMBERS, MEMBERSHIP

The Long Range Planning Task Force circulated a draft of the Long Range Plan to members of the AIA New York Chapter Board, Program Committee Chairs, and New York Foundation Board in early May 2004 for their review and comment. On May 15, 2004, a Planning Day session was held with Committee Chairs, the Long Range Planning Task Force and Chapter Board members to review the latest draft.

The following summarizes the comments ('C.') that have been received from mid to late May on that draft Long Range Plan and the Task Force responses ('R'). Note: Some comments proposed text changes that have been incorporated into the Plan as proposed; others were adapted for inclusion and others have been reserved for future consideration.

GENERAL

Many comments and suggestions on the draft Long Range Plan were submitted by the Dialogue Committee in association with the Design Excellence committees, Professional Practice Committee, Public Outreach committees, Web design focus group, Office of the Director and in Membership Town Hall meetings. Some suggestions were similar in intent to the draft Long Range Plan, however the wording was different. Where those situations occurred, we chose to keep the Plan the same. Other suggestions related more to implementation of the Plan rather than creating a direction for the Chapter in the next three years. We will incorporate those suggestions as we move forward on the updated Long Range Plan.

C. *"The Long Range Plan document is too long and redundant..."*

R. Agreed. In the next draft, we will restructure the document to both shorten it and remove repetition. However a key element in this Long Range Plan update is the addition of the Center for Architecture to our operations.

CENTER FOR ARCHITECTURE

Definition of the Center

C. *"Clarify CFA as a place for the Chapter, NYFA, and others."*

R. Agreed, see changes in draft Long Range Plan text.

Governance structure

C. *"The CFA committees appear complex and unwieldy for efficient decision making....[consider] making all their decisions advisory..[or] simply remove the Committees instead."*

"The Center is a somewhat independent entity with an exec committee made up of chapter and foundation members, and an advisory council (some chapter and non-chapter) and sub-committees (members appointed by the exec committee, approved by the chapter board) that actually program the Center. That concept seems to be in conflict with the statement that the Center is 'member-driven.'"

R. To clarify the relationships, please refer to the revised Center for Architecture Organization Chart on page 19. The Center Coordinating Committee, formerly the Executive Committee, is integrally linked with the Chapter and Foundation Boards, not functioning as a separate entity. We see the Center as "member-driven" through the numerous Program Committee activities taking place at the Center and exhibition and program plans flowing from the membership and committees to the Board through the Coordinating and Exhibitions Committees.

C. *"While it is widely agreed that the Center for Architecture is the public outlet for the Chapter, it is equally agreed that the Center is the Prime Vehicle of the Chapter and not a separate entity that will serve the chapter and others as it sees fit."*

R. Agreed the Center is not a separate entity and serves as a home for both the Chapter and the Foundation. See revised organizational chart.

C. *"The big issue is how to decide the priorities for events and exhibits, so that galleries and meeting spaces are used effectively and efficiently. It might be simpler to have the Center's Exec committee, made up of Foundation and chapter members, get program input from the chapter and foundation committees, and the Center's advisory council (which should be restructured to avoid redundancy of chapter officers on both exec and advisory committees); eliminate all of the subcommittees, and streamline the process. This would allow the advisory council to serve as the outreach component to broaden the Center's resources. In addition, the Center staff would have the responsibility for tracking and managing all of the Center's activities, since we now have an*

exhibits director, etc. This would also allow the chapter and foundation exec directors to manage the whole enterprise."

R. We agree that the Center for Architecture committee structure seems unwieldy for an organization that needs to be nimble. However, we need a committee that oversees and coordinates the operations and programs at the Center. Currently this committee is the Center Executive Committee. We propose to rename the Center Executive Committee to be the Center *Coordinating* Committee to more clearly reflect its function.

There is expertise in the areas of exhibitions and new media & technology that the Chapter and Foundation Boards and staff do not possess. These Committees provide the experience and technical expertise required for programs at the Center. When we have the financial capability to hire more staff and/or to hire outside professionals, elimination of these Committees in the future may be considered. As you note, these Committees and Chapter staff have been extremely effective to date in filling the galleries and meeting spaces with engaging exhibitions, programs and activities to date. Now it's a matter of more clearly integrating Chapter Committee activities into the structure.

The Center Advisory Council brings together design professionals from different disciplines. This group is purely "advisory" to the Center's programs and planning. As we aim to reach a broader public, it is useful to seek out ideas from those outside the Chapter, many of whom have been great supporters of the Chapter, Foundation and the Center.

WEB SITE

C. "Why should there be two web sites (Update and develop Chapter and Center website)?"

R. Agreed. Similar to the Center for Architecture housing the AIA New York Chapter and New York Foundation for Architecture, we will investigate how to create one web site for the Center for Architecture with component parts for the AIA New York Chapter and New York Foundation. We will also investigate a members-only log in for Chapter matters.

C. "...what is proposed for the web site is one web site four pages where the chapter, the foundation, oculus and the center would appear as icons. It was agreed that the VP group will provide the content of the committees and the calendar to the web operator."

R. Given Chapter operations will depend on members/volunteers careful coordination and regularly scheduled updates, one VP will need to take on this role of transmitting data to staff to function properly.

C. "I suggest making Board meeting minutes available to those who ask rather than posting on the web. Would Board members feel free to say what they think? Do other Chapters post minutes on the web? As an alternative, consider posting meeting summaries on the web."

R. We appreciate the need for confidentiality, but also need to balance with better communication. We will be investigating a members-only component web site where minutes would be posted.

C. We had the agreement and support of all three vice presidents to use the VP meetings to provide updates to the web site.

R. This is more of an operational issue; we appreciate additional coordination of information for the web site by the Committees.

SPACE

C. "Isn't it too late to create a café/bar at the CFA (unless we get more space)?"

R. Spaces at the Center are very flexible and we believe a café/bar would fit with the TCO.

C. Why should we plan for future expansion to accommodate growth at the Center—we're not the MAS [Municipal Art Society]?

R. No, we're not the MAS, however, the Chapter has been approached by a number of organizations about their interest in collaborating or forming partnerships. As a long term goal, we think it's worth exploring.

FINANCES

New York Foundation for Architecture

C. Page 4 Under "Strengthen governance and operations. Develop a business plan for the Chapter at the Center for Architecture: Prepare and implement a strategy for making the Foundation less dependent on the Chapter for support" is misleading and I suggest it be eliminated or rewritten. Possibly as 'Establish a policy for financial contributions/support/participation in the Foundation'..."

R. This has been reworded to: "Prepare and implement a strategy for assisting the Foundation's financial self-sufficiency." Last year the Chapter contributed \$70,000 to the Foundation and this year the Chapter budgeted \$100,000 in support for the Foundation as requested by the Foundation Board. The Chapter is currently negotiating an agreement with the Foundation that would establish a policy for finances and operating at the Center.

C. "Under 'FINANCES: Prepare and implement a strategy for making the Foundation less dependent on the Chapter for support...Reduce Chapter operating subsidies to the Foundation in the next three years as the Foundation completes its 501(c)3 review with the IRS, stabilizes and increases its fund raising capacity and resources that support the Foundation's programs and operations.' I suggest changing the wording to be: 'Establish Chapter subsidies to the Foundation...'"

R. See C/A#

C. "Once a Center wide strategy for Fund Raising is created I believe the Chapter and Foundation will be more of a team in raising money."

R. Agreed.

GOVERNANCE

General

C. "Establish an organization that commands a transparent, comprehensible (sic), and live structure."

R. We hope that the organization charts appended to the Plan will clarify the structure and relationships of the various components within the Chapter, and also the relationship of the Chapter, Foundation and the Center for Architecture.

AIA NEW YORK CHAPTER BOARD

C. "Regarding the Chapter organization chart, clarify the Board liaisons. Does it mean the Treasurer and Secretary are liaisons to the Deputy Director? Should the liaisons be shown again link to the elected committees on the Overall Organization Diagram and remove the reference from the Chapter chart?"

R. No, the Deputy Director is staff liaison to the Board. We will review the chart and clarify the relationship.

AIA NEW YORK CHAPTER STAFF

C. "Re-organize and increase Chapter Staffing" should be "Re-organize and re-evaluate Chapter Staffing".

R. Agreed. We need to re-evaluate the level of Chapter staffing needed to carry out the increased programmatic and operational activity. However with the exponential growth and intense level of planning and programming, we probably need more staff, for which we would need to raise additional funds.

MEMBERSHIP

C. "Why should there be memberships in the Chapter and in CFA? The new By-Law changes provide for expanded non-professional memberships in the Chapter."

C. "Two new membership categories have been created:

*-Public Members: Individuals not other wise 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 requirement of the Board.' Personally this is the most troubling item in the plan. I think these people should be Center for Architecture members not AIA Chapter members. Next thing you know interior decorators will join and further confuse the public by saying they are members of the NYC AIA.... AIA still means architect to most people. Get them to join the Center not Chapter."*

R. Our local Chapter has had a 'Public Membership' category for the past 20 years. The Center is a place housing the Chapter, a membership organization, and the Foundation, a charitable educational organization. The Center itself is not a membership organization. As Center members, they become 'Affiliate Members' of the AIA New York Chapter. We have proposed changing the By-laws to accommodate this new situation. As much as the AIA means 'architect' to some people, we also want to appeal to those who are in non-traditional practice.

C. How do we effect this--"Encourage member to seek public appointments...?"

R. The Chapter is often asked to suggest members to serve in different capacities, this is just one. Leadership training and encouraging public engagement are ways of showing members how to get involved.

FUNDRAISING

C. "I am concerned about a dual (Chapter/CFA) fund raising effort because in fund raising, there is nothing worse than a questionable identity. Thus, in the long range, it may hurt the Chapter."

R. We have found that some donors do not want to contribute to AIA New York Chapter, however, they are willing to contribute to the Center for Architecture. Hence, the fund raising categories are structured to meet the demand.

OUTREACH

C. "Many members may object to the idea of a [political action committee] PAC, and remember that it would create another entity: AIA/Foundation/CFA Board members could participate in the governing body of the PAC (same as at NY State AIA). There would then be the AIA, Foundation, CFA, and PAC. What can't we do now without a PAC that we could do with one?...Remember, the PAC would likely give to both Democrats and Republicans, depending on the issue."

R. Agreed. We will set up a Task Force to evaluate the need for a PAC.

OCULUS

C. "Should Oculus editor be in our organization chart as it is a paid position?"

R. Although the Oculus editor is a consulting position, we think this should be reflected as one of the key functions in the Chapter. We continue to try to clarify Chapter's organization chart.

PROGRAM AND EXHIBITION

C. "Provide a place where families can come to share and learn about architecture, design and the built environment together...Offer more children's events.' Are there any Chapter sponsored children's events or is this Foundation work? Maybe it is both?"

R. Presently no, and yes. It should be both. In developing the Long Range Plan, the Foundation has been a key participant, and in one of the focus groups in particular, there was a request that we become more 'family friendly.' This has been reworded to "Organize and offer children's events."

C. "Don't forget the Foundation regarding exhibits on a rotating basis. It will benefit both Chapter and Foundation if Foundation gets an exhibit at a regularly schedule time (say, once per year/2 years) and this is institutionalized."

R. A 'Learning by Design' exhibition is scheduled annually. To allow flexibility in the exhibition schedule, we have left most of the schedule open at the Center.

DESIGN EXCELLENCE

C. Why--"Offer more children's events"?

R. If we are encouraging younger members to participate in the life of the Chapter, then we need to be more inclusive of families and children.